





**Fiscal Years 2016-2017 All Funds Operating Budget
City Manager's Recommended Biennial Operating Budget**

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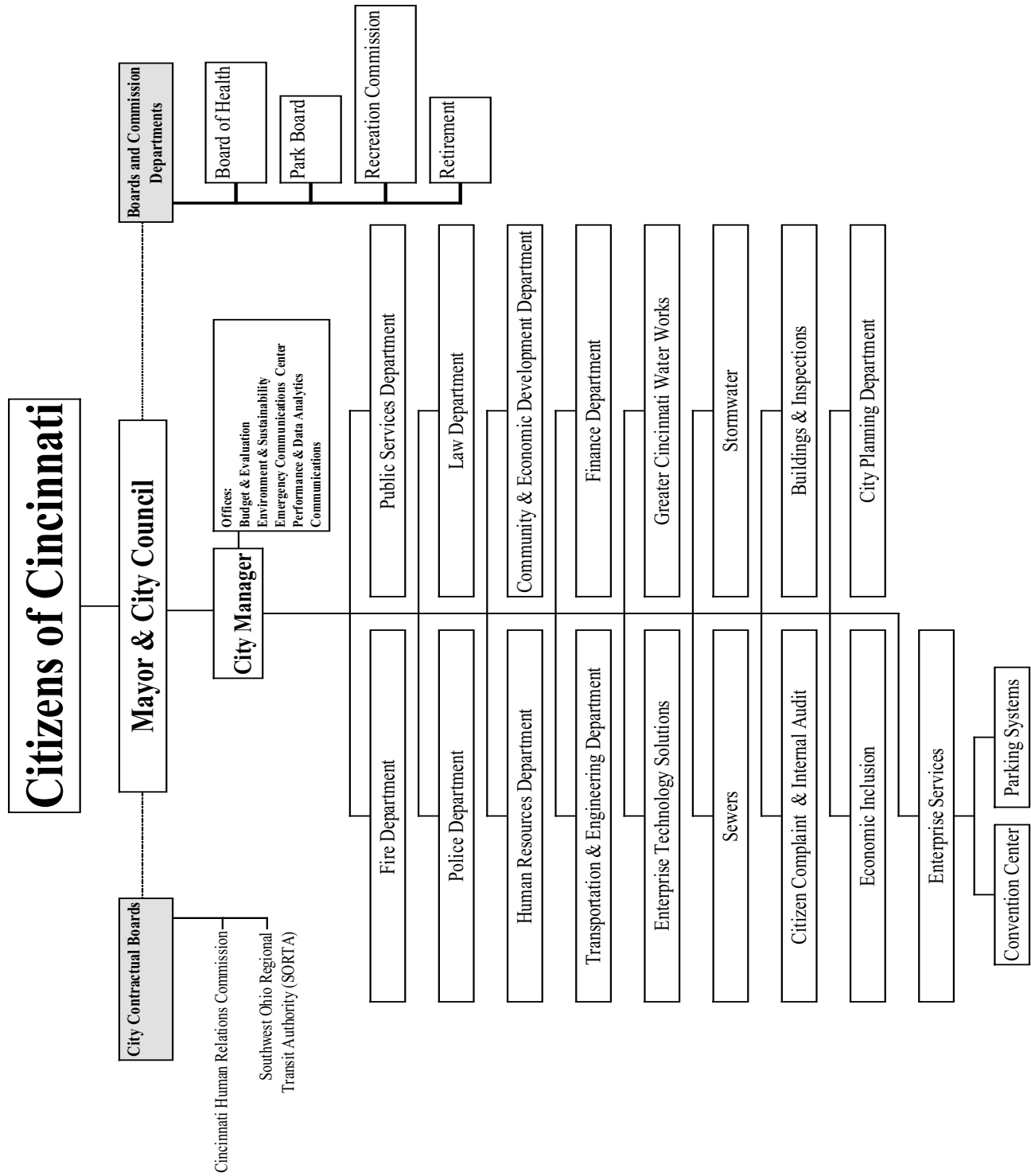
July 1, 2013

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for the Distinguished Budget Presentation to the City of Cincinnati for its annual budget beginning July 1, 2013.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications medium. The FY 2016-FY 2017 Budget Document will be submitted for consideration to the GFOA after final approval.









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Mayor John Cranley:

May 13, 2015

INTRODUCTION

I am pleased to present for your consideration a structurally balanced City Manager's Recommended 2016-2017 Fiscal Year Budget (Proposed Budget). The budget does not use one-time sources to balance and strategically invests in areas ripe for improvement.

This is my first opportunity to present a biennial budget. Cincinnati City Government is structurally sound. The Proposed Budget aims to take us to the next level. With your strong support and leadership, and that of City Council, we intend to go from good to great.

We have developed five Strategic Priorities that have guided and informed the recommended budget. They include:



SAFER STREETS



THRIVING & HEALTHY NEIGHBORHOODS



A GROWING ECONOMY



INNOVATIVE GOVERNMENT



FISCAL SUSTAINABILITY & STRATEGIC INVESTMENT

You will notice differences in how this budget is presented compared with the past. For example, we have begun the process of implementing our performance management initiative, which means performance agreements with each department director are in place and embedded into each department's priorities, goals, objectives and measures. The budget document features a separate performance management tab that includes quantifiable goals with corresponding metrics.

This, in conjunction with our new CincyStat program, will use data analytics to measure results in order to make Cincinnati City Government more accountable and transparent.

As this budget reflects, this Administration is laser-focused on using performance metrics to create accountability and enhanced customer services. With the help of you and City Council, it is my intent to make Cincinnati the best managed city in America.



RECOMMENDED FY 2016 AND FY 2017 BUDGET

The Administration is presenting an All-Funds Operating Budget totaling \$1.0 billion for FY 2016 and \$1.1 billion for FY 2017. As required by state law, all funds are balanced. (Note: The Consolidated Plan Budget is appropriated on a calendar year basis and City Council approved this budget for calendar year 2015 on October 29, 2014.)

With regard to City finances, a number of factors are encouraging:

- The city's economy continues to improve as reflected in a 3.7% increase in our municipal income tax, which represents 71.2% of total General Fund revenue. Other encouraging trends include Cincinnati's development boom, particularly in the urban core and uptown. The city's unemployment rate is down and development permits are going up.
- Employee health care has seen a substantial reduction in costs. The Proposed Budget includes a holiday related to calendar year 2015 health care savings, and a permanent rate reduction related to calendar year 2016. The City's Healthy Lifestyles program has resulted in many employees taking a more proactive approach to healthy living. I am glad to report these are permanent savings and only a modest increase is projected for FY 2017.
- The pension agreement, now signed by all parties, has had a tremendous stabilizing effect on City finances. This budget accounts for implementation of the various components of the agreement.
- The Affordable Care Act has led to revenue opportunities resulting in enhanced patient care at less cost to local taxpayers. This is an encouraging trend we expect to continue.

We also face challenges in the coming years.

- In recent years, the Fire Department has relied on SAFER grants to fund recruit classes. While this has been an annual savings of \$8.3 million, the grants are expiring and may add expense to the General Fund. To keep our sworn strength at 850 firefighters, Fire's budget increased \$3.7 million in FY 2016 and will increase another \$3.8 million in FY 2017. Additionally, Fire overtime costs remain unpredictable and are an area we will be examining through the Innovation Lab and CincyStat program.
- For the first time this budget includes funding for Streetcar operations, which begins testing this year and passenger service in the fall of 2016. Very soon, critical decisions will be made to choose a Streetcar operator. The Administration will monitor this closely to ensure the operating revenue projections materialize and the system does not burden the General Fund.



- All union contracts expire during FY 2016 at which point negotiations will begin to extend the contracts.
- Cincinnati's winter is unpredictable, as are the costs incurred to treat the streets and keep our travelers safe.



SAFER STREETS

Public safety is a top priority of the Administration. The City's police and fire ranks have diminished in recent years due to economic challenges and staff attrition. The Proposed Budget increases the funding for Cincinnati's Police and Fire departments. A sworn strength of 1,024 police officers and 850 firefighters is budgeted in both fiscal years. This is a dramatic increase from three years ago.

There is a recruit class of 30 police officers budgeted in FY 2016 and FY 2017, which will offset projected, annual attrition. The budget also places more officers on the street through the civilianization of 10 positions in both fiscal years.

Cincinnati has made great strides in community policing and the use of data to inform our decision making as it relates to utilizing police resources as efficiently as possible. Staffing up the Police Department and aggressively targeting crime hot spots have led to significant drops in most major crime categories.

This budget proposal also preserves and strengthens the commitment to CIRV and community policing. The Citizen Complaint Authority, which has experienced staffing declines in recent years, will receive adequate funding to ensure enough investigators are working to keep up with the caseload.

The Proposed Budget avoids the use of fire "brownouts" as a budget savings device. The Fire Department has applied for a SAFER grant to fund a 40-person recruit class. I am confident the City will be awarded the grant, allowing the department to stabilize the ranks with sworn firefighters.



THRIVING AND HEALTHY NEIGHBORHOODS

The Proposed Budget focuses on investing in our neighborhoods. This budget includes a \$2,000 per neighborhood increase to the Neighborhood Support Program (NSP) for an annual allocation of \$6,800 per community. These resources are used by community councils, for neighborhood improvement.



I am recommending a new Community Engagement Challenge Grant Initiative, whereby community groups can apply for grants up to \$10,000 to create unique community engagement strategies and tactics that bring people together in new and innovative ways.

This budget focuses on blight reduction through stepped up enforcement efforts and the restructuring of the Private Lot Abatement Program previously approved by the Mayor and City Council.

While some areas of the city are seeing a tremendous economic resurgence, other areas struggle to find access to economic opportunity. The Mayor's Hand Up Initiative is fully supported in the Proposed Budget in order to provide long-term employment opportunities for more of our residents.

A GROWING ECONOMY

This budget allows the City to do its part to grow our local economy and increase the tax base, which is the primary revenue source for general government operations. We will increase the number of jobs in Cincinnati and enhance access to economic opportunities for all segments of the community.



The Proposed Budget helps grow Cincinnati's economy through strategic economic development investment and by delivering on projects that have been supported by the Mayor and City Council. Key projects include: General Electric at The Banks,, redevelopment of Hamilton and North Bend in College Hill, Wasson Way Bike Trail, Catholic Health Partners in Bond Hill and the Fourth and Race in Downtown. Each project uniquely invests in neighborhoods through transformative public-private partnerships to increase jobs and provide catalytic neighborhood impact.

This budget funds the City's first Department of Economic Inclusion. The department centralizes our inclusion initiatives and is charged with implementing the City Council-approved recommendations of the Mayor's Economic Inclusion Advisory Council, as well as the City's recently completed Croson study.

We are making it easier to do business with the City. As approved by City Council, the city will better coordinate internally in order to improve the efficiency and customer service level of the City's building permit and code enforcement processes.

The Trade and Development Department has been reorganized as Community and Economic Development, the Department of Buildings and Inspections has been re-constituted and a stand-alone Planning Department is now in place.



INNOVATIVE GOVERNMENT

Cincinnati has an opportunity to become a national leader in performance management by stretching our resources further, working smarter and improving our level of service.

A new component of the budget is the creation of the Office of Performance and Data Analytics. This office will increase the quality of customer service and efficiency of Cincinnati municipal services through the use of data-driven strategies and tactics including: CincyStat, an Innovation Lab and Department Head Performance Management Agreements. This office will pay for itself through the savings it will identify and the operating efficiencies it will generate.



FISCAL SUSTAINABILITY AND STRATEGIC RE-INVESTMENT

This structurally balanced budget continues the push for fiscal sustainability and strategic investment.

Our pension system has been balanced through hard work, perseverance, and the good faith efforts of retirees, labor unions and City staff. This means current and future retirees will have secure retirement benefits and Cincinnati's long-term financial standing is greatly strengthened. The Proposed Budget includes the necessary appropriation to comply with the Consent Decree recommendations in both fiscal years.

The City has developed a capital acceleration plan to address our aging roads and vehicles. Through leveraging existing debt capacity, the City has identified an additional \$90.8 million in the six-year capital budget to improve our streets and bring the City's fleet of vehicles back into life cycle. This is a sustainable plan meaning the streets and fleet will be updated over the next 12 years and then maintained within life cycle. In total, the six year plan includes the rehabilitation of 900 lane miles and over 500 lane miles for preventative maintenance. This is the first phase of the plan to address Cincinnati's aging infrastructure.

This capital plan will bring us into the modern age with regard to information technology, something that is going to continue to define our society in the coming decades. As a city, we must stay relevant, or we will become obsolete. This budget includes funding to overhaul the City of Cincinnati's website to place an emphasis on two-way communication and offer more on-demand features.

Finally, this Budget Proposal is able to reduce across the board non-personnel budgets by the inflationary increase as a result of partial centralization of the purchasing function and the associated economies of scale savings.



CONCLUSION

The budget process has created an exciting opportunity to begin implementing a number of new priorities, which are only possible as a result of the strong support shown by you, Mayor, and the City Council.

This Proposed Budget places the City on stronger financial footing and begins a new era of innovation in Cincinnati.

I want to thank the hundreds of City staff who have worked diligently on the creation of the City Manager's Recommended 2016-2017 Fiscal Year Budget. On behalf of the Administration, we stand ready to work closely with you, and City Council, over the next several weeks to receive public input, answer questions and ultimately approve a FY 2016-FY 2017 Biennial Budget.

Harry Black, City Manager



The Budget Summary is intended to provide an abridged overview of the City of Cincinnati's Recommended FY 2016-2017 Biennial Budget. The City Manager's Recommended FY 2016-2017 Biennial Operating Budget is structurally balanced and does not use one-time sources to balance.

ALL FUNDS OPERATING BUDGET

The following sections describe the Recommended FY 2016-2017 All Funds Operating Budget. For information regarding the Capital Budget, please see Volume II of the Recommended FY 2016-2017 Biennial Budget.

Table I - Recommended FY 2016-2017 All Funds Operating Budget

(\$ in Millions)	FY 2015		FY 2016 Recommended	From 2015 Approved Update		FY 2017 Recommended	From 2016 Recommended	
	FY 2014 Approved	Approved Update		\$ Change	% Change		\$ Change	% Change
Operating Budget								
General Fund ¹	\$360.4	\$358.2	\$375.5	\$17.3	4.8%	\$383.1	\$7.6	2.0%
Restricted Funds	\$635.6	\$630.9	\$660.7	\$29.8	4.7%	\$670.2	\$9.5	1.4%
Total Budget ²	\$996.0	\$989.1	\$1,036.2	\$47.1	4.8%	\$1,053.3	\$17.1	1.7%

¹The Recommended FY 2016 Budget includes \$22.6 million of non-departmental expenses and \$1.4 million for Transfers Out.

²Some of the Community Development Block Grant funding, which is reported in the Consolidated Plan Budget, is included in the restricted funds amounts cited above.

The All Funds Recommended FY 2016 Operating Budget totals \$1.0 billion and represents an increase of \$47.1 million, or 4.8%, from the Approved FY 2015 All Funds Operating Budget Update. The increase is primarily attributed to a \$29.8 million increase in the Restricted Funds. The major changes to the budget are highlighted below.

GENERAL FUND OPERATING BUDGET

The Recommended FY 2016 General Fund Operating Budget totals \$375.5 million, which represents a \$17.3 million, or 4.8%, increase from the Approved FY 2015 Budget Update as shown in Table II. The Recommended FY 2016 Restricted Funds Operating Budget represents a \$29.8 million, or 4.7%, increase from the Approved FY 2015 Budget Update. This is primarily due to increases in the Metropolitan Sewer District Fund, the Greater Cincinnati Water Works Fund, the Parking System Facilities Fund, the Health Services Fund, the Income Tax-Infrastructure Fund, and the Income Tax-Transit Fund. All restricted funds' expenditure budgets are balanced to resources in FY 2016. More details on the restricted funds changes are in the Financial Summaries section of the Recommended FY 2016-2017 Budget document.



Table II - Recommended FY 2016-2017 Operating Budget

<i>(\$ in Millions)</i>	FY 2015 Approved Update	FY 2016 Recommended Budget	Change From FY 2015	FY 2017 Recommended Budget	Change From FY 2016
General Fund ¹	\$358.2	\$375.5	4.8%	\$383.1	2.0%
Restricted Funds ²	\$630.9	\$660.7	4.7%	\$670.2	1.4%
Total Operating Budget	\$989.1	\$1,036.2	4.8%	\$1,053.3	1.7%

¹The Recommended FY 2016 Budget includes \$22.6 million of non-departmental expenses and \$1.4 million for Transfers Out.

²Some of the Community Development Block Grant funding, which is reported in the Consolidated Plan Budget, is included in the restricted funds amounts cited above.

BUDGET ASSUMPTIONS

The following summary includes the major assumptions used in developing the Recommended FY 2016-2017 Biennial Budget.

1. In FY 2016, AFSCME (American Federation of State, County and Municipal Employees) represented employees are budgeted for a 1.0% increase in August 2015 and a 0.5% increase in January 2016, Teamsters represented employees are budgeted for a 1.0% increase in October 2015 and a 0.5% increase in April 2016, and non-represented employees are scheduled for a 1.5% increase in July 2015. All other employees are budgeted for a 0.0% increase. As existing labor contracts expire in FY 2016, the Administration will continue to negotiate based on the budgeted increases.
2. Step increases are funded pursuant to labor contracts, which range from less than 2.0% to over 4.0% for most represented positions that are not at the top of the respective salary range. A 3.0% merit increase for non-represented employees is also budgeted in FY 2016. Note: Over 90.0% of all full-time employees are represented and less than 10.0% are non-represented.
3. Overtime expense is limited to emergencies for non-represented staff. Table III provides the budgeted overtime expenses for all full-time employees, by employee group, in the General Fund, Non-General Fund (including Enterprise Funds), and in All Funds.

Table III – Budgeted Overtime

Department Type	General Fund	Non-General Funds	All Funds
Public Safety	\$ 8,080,065	\$ -	\$ 8,080,065
Non-Public Safety	\$ 1,631,205	\$ 3,949,365	\$ 5,580,570
Grand Total	\$ 9,711,270	\$ 3,949,365	\$ 13,660,635



4. The Mayor and Members of City Council have not voted for a raise; therefore, the approved budget includes a 0.0% increase for the Mayor and City Council.
5. The Recommended FY 2016-2017 Biennial General Fund Budget includes a 14% employer contribution rate to the Cincinnati Retirement System (CRS) from July 1, 2015 to December 31, 2015 and a 16.25% employer contribution rate from January 1, 2016 to June 30, 2016. These amounts are consistent with the Collaborative Settlement Agreement entered into by the City of Cincinnati on April 30, 2015. The budget also provides for employer contributions to the Ohio Public Employees Retirement System at 14%, Ohio Police Pension at 19.5%, and the Ohio Fire Pension at 24%.
6. All City employees are on the "80/20 Plan" for healthcare. Under the "80/20 Plan," the employee pays a deductible and then pays 20.0% of all in-network healthcare expenses up to an out-of-pocket maximum of \$1,500 for a single plan and \$3,000 for a family plan. In Calendar Year (CY) 2014, non-represented employees' premium contributions increased from 5.0% to 10.0%, deductibles increased from \$300/\$600 (individual/family) to \$500/\$1,000 (individual/family), and out-of-pocket maximums increased from \$1,500/\$3,000 (individual/family) to \$2,000/ \$4,000 (individual/family). These same changes were put into effect for CODE (Cincinnati Organized and Dedicated Employees) and AFSCME (American Federation of State, County and Municipal Employees) represented employees beginning January 1, 2015. The premium contribution remains at 5.0% for employees in the Fraternal Order of Police (FOP), International Association of Fire Fighters (IAFF), and the Cincinnati Building Trades Council. Due to relatively stable healthcare costs in CY 2015 and the predicted continuation of that stability into CY 2016, a decrease of 5.0% in premium costs for employees and 12.0% for City-paid premiums has been budgeted effective January 2016. Additionally, the balance within the Health Care Fund is sufficient to provide a one month holiday for the premium for both the employee and City contribution. The Health Care Fund has a sufficient fund balance that will fund the FY 2016 payment of the City-provided dental and vision insurance premiums for the City.
7. There are no significant changes to the ratio of supervisors to employees in the Recommended FY 2016-2017 Biennial Budget. Table VI lists all the current supervisors within non-represented and CODE employee groups, regardless of funding source. Across all funds, the supervisor to employee ratio is 1:6.5 (1 supervisor to 6.5 employees). Please note that this ratio does not include supervising contractors, the inclusion of which would increase the ratio. The number of employees per supervisor for the departments of Recreation and Parks include part-time and seasonal employees, which have been included to more accurately depict the supervisors' responsibilities. In addition, it should be noted that not all CODE or Division 0 non-represented employees are supervisors. These two salary divisions, while commonly referred to as "middle management" by some parties, primarily represent employees in technical/professional classifications and may not supervise any employees. Examples include Senior Accountants, Senior Engineers, Computer Programmer/Analysts, Dietitians, and Graphic Designers.



Finally, most supervisors are working supervisors with their own work product. (e.g. a Principal Engineer who supervises other engineers as well as manages his/her own projects like the Waldvogel Viaduct).

Table IV – Supervisor to Employee Ratio

Department	CODE & Non-Represented Total	Supervise?		Number of Employees Supervised	Employees Per Supervisor
		No	Yes		
Buildings & Inspections	22	14	8	51	6.4
Citizens Complaint/Internal Audit	9	6	3	8	2.7
City Manager's Office	65	45	20	172	8.6
Community & Economic Development	42	28	14	95	6.8
Economic Inclusion	11	8	3	12	4.0
Enterprise Technology Solutions	71	52	19	77	4.1
Finance	63	42	21	83	4.0
Fire	17	15	2	16	8.0
Health	138	85	53	386	7.3
Human Resources	19	15	4	18	4.5
Law	61	54	7	60	8.6
Parks	46	21	25	111	4.4
Planning	9	7	2	8	4.0
Police	47	27	20	96	4.8
Public Services	65	24	41	400	9.8
Recreation	58	10	48	879	18.3
Retirement	10	7	3	9	3.0
Sewers	264	163	101	452	4.5
Transportation & Engineering	93	45	48	147	3.1
Water Works	180	76	104	441	4.2
Grand Total	1,290	744	546	3,521	6.4

- Table V summarizes the budget changes between the Approved FY 2015 Budget Update and the Recommended FY 2016 Budget for training and non-local travel in the General Fund and All Funds. Much of the training and travel approved is for certification and professional needs or to allow for economic development opportunities.



Table V – Training and Non-Local Travel Comparison

	FY 2015 Approved Update	FY 2016 Recommended	\$ Change	% Change
Training- General Fund	\$ 97,257	\$ 154,016	\$ 56,759	58.36%
Training- Non General Fund	\$ 1,010,391	\$ 1,310,049	\$ 299,658	29.66%
Training- All Funds	\$ 1,107,648	\$ 1,464,065	\$ 356,417	32.18%
Non-Local Travel - General Fund	\$ 53,138	\$ 57,073	\$ 3,935	7.41%
Non-Local Travel - Non-General Funds	\$ 551,556	\$ 726,636	\$ 175,080	31.74%
Non-Local Travel - All Funds	\$ 604,694	\$ 783,710	\$ 179,016	29.60%

9. Fuel costs are budgeted at \$2.59 per gallon for gasoline and \$2.92 for diesel fuel. The Administration continues to use fuel hedging as a tool to help with level budgeting for fuel purchases in FY 2016.
10. Snow removal and winter operations will still be focused toward the goal of treating all City streets within 24 hours of a snow event. The City has entered into granular salt contracts at \$75.86 per ton in FY 2016. In addition, the City is continuing its investment in beet juice, which adheres to road surfaces longer and can reduce the need for repeated treatment trips over the same roadway, as well as calcium chloride, which can melt snow and ice faster at lower temperatures.
11. The Recommended FY 2016-2017 Biennial Budget includes funds for the following heritage events:

<u>Event</u>	<u>Event Cost Share</u>
Black Family Reunion	10%
Opening Day Parade	10%
Juneteenth	10%

City Council approved and filed Doc#200701075 on February 28, 2008, establishing a list of heritage events that would be entitled to receive a subsidy of 90% of the cost of City Services. Those events receiving City funding are required to utilize City personnel for event services. Sanitation and trash pickup services are required to be provided by outside firms. Events not on the list will have to pay 100% of all City service costs. Special Events Assistance Program Guidelines were established to provide a competitive mechanism to award assistance to other special events utilizing the special event funding established by City Council as part of the Approved CY 2008 Budget Update; however, there is no funding in the FY 2016-2017 Recommended Biennial Budget for the competitive process due to limited General Fund resources.

12. The City of Cincinnati leverages funding and other resources that support neighborhood revitalization, economic development, and human services. The Recommended FY 2016 General Fund Budget



includes the following, which totals \$5.4 million, or 1.4% of the Recommended FY 2016 General Fund Budget.

Table VI – Leveraged Support

FY 2016 Neighborhoods	
Neighborhood Community Councils (52 @ \$6,800 each)	\$353,600
Neighborhood Business Districts (36 @ \$4,530 each)	172,800
Community Engagement Challenge Grants	50,000
Total	\$576,400
FY 2016 Economic Development	
Cintrifuse	\$300,000
Citizen Development Fund (CDF)	150,000
Regional Economic Development Initiative (REDI)	200,000
African American Chamber of Commerce	150,000
CincyTech	150,000
UC Economics Center - Financial Literacy	75,000
Film Commission	75,000
Total	\$1,100,000
FY 2016 Human Services	
United Way Agencies	\$1,590,000
Cincinnati Initiative to Reduce Violence (CIRV)	759,555
Center for Closing the Health Gap	750,000
Cincinnati Human Relations Commission (CHRC)	284,050
Cincinnati Works Hand Up Initiative	250,000
Center for Chemical Addictions Treatment (CCAT)	50,000
Strategies to End Homelessness	45,000
Total	\$3,728,605
Grand Total	\$5,405,005



REVENUES

General Fund

The General Fund revenue estimate for the Recommended FY 2016 Budget in Table VII totals \$375.5 million, which is a 2.2% increase over the FY 2015 Estimate of \$367.5 million. The four major General Fund revenue components include City Income Tax, Property Tax, State Shared Revenues, and Casino Tax, which together comprise approximately 84.8% of the General Fund revenue for FY 2016.

Table VII – Recommended FY 2016-2017 General Fund Revenue Estimates

Category	FY 2014	FY 2015						
	Actual	Approved Update	Estimate ¹	% Change	2016 Recommended	% Change	2017 Recommended	% Change
Income Taxes	\$251,683	\$257,917	\$260,506	1.0%	\$267,400	2.6%	\$273,800	2.4%
Property Taxes	\$26,567	\$28,990	\$29,050	0.2%	\$29,004	-0.2%	\$28,941	-0.2%
State Shared Revenues	\$19,213	\$13,170	\$14,033	6.6%	\$13,574	-3.3%	\$13,574	0.0%
Casino Tax	\$8,472	\$8,000	\$8,000	0.0%	\$8,600	7.5%	\$8,900	3.5%
Investments	\$2,253	\$2,400	\$2,500	4.2%	\$2,600	4.0%	\$2,600	0.0%
Parking Meter	\$1,500	\$1,500	\$1,500	0.0%	\$1,500	0.0%	\$1,500	0.0%
Other Revenues	\$46,620	\$46,214	\$51,877	12.3%	\$52,830	1.8%	\$53,788	1.8%
Total Revenues	\$356,308	\$358,191	\$367,466	2.6%	\$375,508	2.2%	\$383,103	2.0%

¹The General Fund FY 2015 Revenue Estimate reflects revenues in excess of budget as of March 31, 2015.

City Income Tax

When compared to the Approved FY 2015 Budget Update, the income tax revenue is budgeted 3.7% higher. When compared to the FY 2015 Estimate, the recommended budget represents a \$6.9 million, or 2.6%, increase in FY 2016. For FY 2017, Income Tax revenue is budgeted to increase by \$6.4 million or 2.4% over the FY 2016 amount. This increase is due to an improvement in the local economy and employment.

The General Fund receives 1.55% of the 2.1% locally levied tax applied to gross salaries, wages and other personal service compensation earned by residents of the City, and earnings of non-residents earned in the City. It also applies to net income of business organizations for business conducted in the City. The income tax is the largest single source of General Fund revenue and accounts for approximately 71.2% of those revenues in FY 2016.

Property Tax

Property taxes are levied on real property, which consists of residential, commercial, and industrial property. The City Charter authorizes a property tax levy of up to 6.1 mills for General Fund operating purposes. In recent years, City Council approved the rollback of property taxes for the operating budget.



Based on property value estimates from the Hamilton County Auditor, the calendar year (CY) 2016 property tax millage for operating purposes is 5.6 mills which is the same as the CY 2015 mills. The 5.6 millage rate will yield \$29 million, including rollback, in property tax revenue, which is the same estimated revenue as in CY 2015. Property tax is the second largest revenue source at approximately 7.7% of the FY 2016 General Fund estimated revenue.

State Shared Revenues

State Shared Revenues are the third largest single source of General Fund revenue accounting for approximately 3.6% of General Fund revenues for FY 2016. There is one major source of these revenues, the Local Government Fund.

The Local Government Fund revenues consist of portions of the State income, sales and use, public utilities, and corporate franchise taxes allocated to a fund for distribution to local governments. For FY 2016, the total allocated to the City is approximately \$13.6 million. As a result of legislative changes, revenues received from the Local Government Fund have decreased by over 50.0% percent from 2008 to 2015.

Previously, the Estate Tax was part of State Shared Revenues. The tax was discontinued in 2013 per state legislative action and all revenue expected through the tax has been collected. Prior to the change in legislation, this source resulted in \$21.4 million to the General Fund in 2012.

Casino Tax

The opening of four casinos throughout Ohio resulted in a new revenue stream for the General Fund that began in 2012. Originally, annual revenue of \$10.0 million was forecasted for this tax; however, actual revenue has been under that forecasted amount since 2012. In FY 2016, it is estimated that the Casino Tax will generate \$8.6 million. Casino Tax accounts for 2.3% of the General Fund revenue in FY 2016 representing the fourth largest single source.

Investments

Investment earnings on short-term interim funds, which account for 0.7% of the General Fund revenue for FY 2016, are expected to increase by \$200,000 in FY 2016. This level of return is due to the low interest rate environment that is expected to remain through FY 2016. The FY 2016 revenue estimate is based on an expected 1.1% return on the City's investment portfolio.

Parking Meter

Parking Meter revenue in the amount of \$1.5 million, or 0.4% of the General Fund revenue, for FY 2016, will remain at the same level as in FY 2015.



Other Revenues

This category includes charges for services, admissions taxes, licenses and permits, parking and traffic fines, investment revenue and miscellaneous revenues. These various revenues comprise of 14.0% of the General Fund revenues in FY 2016.

Restricted Funds

The Financial Summary section of this document provides a detailed summary of each of the Principal Restricted Funds. The Principal Restricted Funds Recommended FY 2016 Budget is \$20.3 million higher or 3.4% more than the Approved FY 2015 Budget Update. The following restricted fund revenue changes in the Recommended FY 2016 Budget are highlighted below because the change is +/- \$1.0 million when compared to the Approved FY 2015 Budget Update.

Health Services

The Recommended FY 2016 Budget includes a \$1.6 million increase in revenues for the Health Services Fund. This increase relates to projected payment for services provided to existing and new clients that will be insured with the implementation of the Affordable Care Act (ACA).

Income Tax Transit

This fund accumulates the proceeds from 0.3% of the Income Tax established for City transit needs and transportation-related functions. Revenues supporting the Income Tax Transit Fund's Recommended FY 2016 Budget is \$1.8 million higher than the Approved FY 2015 Budget Update. This increase is due to an improvement in the local economy and employment.

Parking System Facilities

The total projected revenue in the Parking System Facilities Fund is estimated to decrease by \$1.0 million due primarily to a reduced number of garages operated by the City.

Stormwater Management

The total projected revenue in the Stormwater Management Utility Fund is estimated to increase by \$1.1 million due primarily to increased revenues for charges for services.

Water Works Fund

A \$2.5 million decrease in the Water Works revenues relates to reduced demand and declining system fee revenues. The Greater Cincinnati Water Works' (GCWW) Recommended FY 2016 Budget includes a rate increase of 5.0%, effective January 1, 2016. With a projected rate increase of 5.0%, the average inside the City customer's quarterly bill would increase from \$59.96 to \$62.95. This is an increase of only \$3.00 per quarter or about 3.3 cents per day, (based on an average usage of 148.6 gallons per day). The increases are expected



to result in additional revenue of approximately \$2.2 million in FY 2016, with the full effect of the rate increase not realized until FY 2017. A rate increase at this level is necessary for GCWW to maintain compliance with bond covenants and bond rating criteria. Continued support for the recommended rate increase is necessary for stabilizing long-term finances. The last water rate increase of 4.0% was approved by the City Council on June 4, 2014 and went into effect on January 1, 2015.

Revenue Enhancements for FY 2016

General Fund

Buildings Inspection Fee

The Approved FY 2015 Budget Update included a one-time 5.0% adjustment to the building permit fees. The fees had not been increased since 2009. Based on the Engineering News Record Construction Cost Index (ENRCI) for this period, an 8.0% fee increase would have been appropriate. The one-time 5.0% adjustment generated approximately \$325,000 of additional revenue in FY 2015 in the General Fund. The Approved FY 2015 Budget Update also authorized an annual adjustment of 1.0% each year for the next five years beginning in 2016, which would generate approximately \$68,000 of additional revenue in FY 2016 in the General Fund. For FY 2016, building inspection fees are projected to increase by \$875,000 over the Approved FY 2015 Budget.

Lot Abatement Fines

Ordinance No. 0075-2015 was passed by the City Council in March 2015. This Ordinance brought about changes to the City's approach to the abatement of weeds, high grass, and litter on properties within the City. Included in this Ordinance were adjustments to the Cincinnati Municipal Code (CMC) pertaining to the fine structure for lot abatement. The Recommended FY 2016 Budget includes increased revenue of \$300,000 from Lot Abatement fines as well as projected revenue increases from increased enforcement and collections of these fines.

EXPENDITURES

General Fund

The FY 2016 General Fund Continuation Budget (a budget to provide the same level of services in FY 2016 as in FY 2015 and includes anticipated assumptions for wage and wage-based benefit increases), totaled \$377.7 million. The Continuation Budget exceeded revenue projections by \$2.1 million. To address the \$2.1 million shortfall, General Fund operating expenditures were reduced by a net \$2.1 million, which included \$14.2 million of reductions offset by \$12.1 million of expenditure increases. This resulted in a structurally balanced Recommended FY 2016 Budget that totals \$375.5 million.



*Table VIII - General Fund FY 2016 Continuation Budget /
FY 2016 Recommended Budget Comparison*

<i>(\$ in Millions)</i>	FY 2016 Continuation Budget	FY 2016 Recommended Budget
Revenues		
On-going	\$372.0	\$375.1
Revenue Enhancements	\$0.4	\$0.4
Total General Fund Revenues	\$372.4	\$375.5
Expenditures		
Public Safety Total	\$228.9	\$231.8
Non-Public Safety Total	\$121.1	\$119.6
Total Departmental Budgets	\$350.0	\$351.4
Non-Departmental Total	\$26.2	\$22.7
Transfers Out	\$1.4	\$1.4
Total General Fund Expenditures	\$377.7	\$375.5
Net Increase (Decrease)	(\$5.3)	(\$0.0)

Public safety departments comprised a total of \$228.9 million and non-public safety departments comprised a total of \$121.1 million of the Continuation Budget. In contrast, the Recommended FY 2016 General Fund Operating Budget totals \$375.5 million and includes \$231.8 million for public safety departments and \$119.7 million for non-public safety departments. The public safety departments reflect budget increases as compared to the continuation budget of \$2.9 million or 1.3% while the non-public safety departments reflect budget decreases of \$1.4 million or 1.1% as compared to the continuation budget.

Expenditure decreases total \$14.2 million and includes:

-\$5.9 million: Salary and Benefits for Current Employees

This includes additional savings when compared to the Continuation Budget related to the implementation of a one-month health care insurance premium holiday (\$3.5 million) and reduced health care premiums effective for calendar year 2016 (\$2.4 million employer savings). The balance within the Health Care Fund is sufficient to provide the holiday for the employer health care premiums.

-\$3.8 million: Reduction of Expenditures in Non-Departmental Accounts

When compared to the Continuation Budget, the non-departmental accounts for the Early Retirement Incentive Program (ERIP) (\$2.8 million), Property Investment Reimbursement Agreements (PIRA) (\$0.7 million), and the Reserve for Contingencies (\$0.3 million) are being reduced.



-\$1.7 million: Transfer of Expenditures to Other Eligible Funds

The transfer of expenditures to other eligible funding sources will save the General Fund \$1.7 million in FY 2016 when compared to the Continuation Budget. Examples of such transfers include the reimbursement of an additional \$255,000 for Emergency Communications Center staff and expenses from the 911 Cell Phone Fees Fund and the one-time shift of \$482,000 in expenditures to the Recreation Special Activities Fund to support recreation center operations and aquatics. The transfer of 8.0 FTE positions to other eligible funding sources across multiple departments results in a savings of \$923,000 for FY 2016. The majority of the positions (5.0 FTE) transferred to other eligible funding sources are in the Health Department.

-\$1.1 million: Elimination of Non-Personnel Inflationary Increases

The Continuation Budget included 1.9% inflationary increases for all non-personnel items with the exception of fleet expenses based on the Consumer Price Index (CPI) produced by the Bureau of Labor Statistics (BLS) within the United States Department of Labor (DOL). This percentage increase was eliminated. The City's new Office of Performance and Data Analytics is charged with improving departmental efficiencies through the Innovation Lab; the efficiencies gained through this Office are designed to offset inflationary increases in FY 2016.

-\$671,000: Transfer of Programs / Personnel

The transfer of the Private Lot Abatement program from the Health Department to the Department of Public Services results in a transfer of \$622,000. Additionally, a Clerk Typist 3 position is being transferred from one program to another within the Department of Human Resources. Both of these transfers are within the General Fund and are therefore budget neutral.

-\$346,000: Elimination of Vacant Positions

This includes the elimination of 4.2 vacant FTE in miscellaneous positions across multiple departments which will result in savings of \$346,000 in FY 2016 when compared to the Continuation Budget. Examples of the positions eliminated include an Administrative Specialist position within Enterprise Technology Solutions (ETS); a Deputy Tax Commissioner in the Finance Department; a Laborer in the Public Services Department; and an Assistant City Solicitor position within the Law Department.

-\$333,000: Vacant Position Savings

Holding miscellaneous positions vacant across multiple departments for all or part of FY 2016 will result in savings of \$333,000 in FY 2016 when compared to the Continuation Budget.

-\$323,000: Miscellaneous Non-Personnel/Adjustments to Costs

The reduction of miscellaneous non-personnel items and adjustments to costs within numerous departments will result in savings of \$323,000 in FY 2016 when compared to the Continuation Budget.



Examples of some of the non-personnel items reduced include, but are not limited to, computer hardware, office supplies, training, temporary personnel costs, and miscellaneous contractual services.

-\$119,000: Services/Outside Entity Funding

This primarily includes a reduction in funding for Cintrifuse in the amount of \$100,000 in the Department of Community and Economic Development. Reductions to outside entities in the Office of Environment and Sustainability such as the Greater Cincinnati Energy Alliance (GCEA) and the Civic Garden Center (CGC) are also included in FY 2016 when compared to the Continuation Budget.

Expenditure increases total \$12.1 million and includes:

+\$4.6 million: Service Enhancements

When compared to the Continuation Budget, this primarily includes an increase of \$2.0 million for the Cincinnati Police Department's Lateral Entry Officer (LEO) transfer class of 25 sworn officers that began in March 2015, \$580,000 for a 30 member Police Recruit Class to begin in February 2016, and \$398,000 for the civilianization of 10 sworn officer positions. As these 10 positions are civilianized, sworn officers will be redeployed. An additional \$600,000 is included for Police Visibility Overtime (PVO) for hotspot crime areas. \$275,000 is being allocated to the Citizen Development Fund. \$180,000 is budgeted to fund a study regarding shared services between the City of Cincinnati and Hamilton County. Other increases include \$100,000 for the Neighborhood Support Program and \$50,000 for Innovations Lab Scholarships both in the Department of Community and Economic Development, and as additional funding of \$165,000 for the Private Lot Abatement program in the Department of Public Services.

+\$4.1 million: Adjustments to Reimbursements

An increase of \$3.7 million is necessary to offset reimbursements from the Staffing for Adequate Fire and Emergency Response (SAFER) Grants program that were budgeted, but the Cincinnati Fire Department is not eligible to receive. Additionally, an across the board 5.0% reduction to the benefit reimbursement rate in the General Fund was applied in order to account for the reduced employer health care premiums which are effective for calendar year 2016.

+\$1.3 million: Position Additions

An increase of \$1.3 million is budgeted to add 18.0 FTE in FY 2016. A Chronic Nuisance Legal Assistant position and two Buildings and Inspections Administrative Board positions are being added in the Law Department. Multiple part-time positions are budgeted in the Recreation Department related to the operation of the Ziegler and Camp Washington Pools. 7.0 FTE are budgeted in the Department of Buildings and Inspections including a Department Director position, a Senior Administrative Specialist position, a Clerk Typist 3 position, a Zoning Administrator position, and three Zoning Plans Examiner positions. The Department of Community and Economic Development is budgeted to add 4.0 positions in the General



Fund including: Community Development Analyst position to assist with oversight monitoring; a Division Manager position; a Community Development Analyst position; and a Development Officer 4 position in the Major/Special Projects Division. The Department of Public Services is budgeted to add a Senior Administrative Specialist position in the Neighborhood Operations Division, and the Cincinnati Police Department is budgeted to add an Accounting Technician 2 position to assist with processing billings related to the Security Alarm Registration program.

+\$727,000: Miscellaneous Non-Personnel/Adjustments to Costs

An increase of \$727,000 for miscellaneous non-personnel items and adjustments to costs within numerous departments is recommended when compared to the Continuation Budget. Examples of some of the non-personnel items increased include, but are not limited to, computer software, public safety camera support and maintenance, pool chemicals, and insurance premiums.

+\$720,000: Increase in Outside Entity Funding

When compared to the Continuation Budget, this includes increased funding of \$250,000 for the Center for Closing the Health Gap and \$150,000 for the Cincinnati Initiative to Reduce Violence (CIRV) program. Funding of \$100,000 is provided for the Regional Economic Development Initiative (REDI), \$75,000 for the University of Cincinnati Economics Center's Financial Literacy program, \$50,000 for CincyTech, USA, \$50,000 for the Center for Chemical Addictions Treatment (CCAT), and \$45,000 for the winter shelter operated by Strategies to End Homelessness and its partners.

+\$671,000: Transfer of Programs / Personnel

The transfer of the Private Lot Abatement program from the Health Department to the Department of Public Services results in a transfer of \$622,000. Additionally, a Clerk Typist 3 position is being transferred from one program to another within the Department of Human Resources. Both of these transfers are within the General Fund and are therefore budget neutral.

+\$180,000: Transfer of Expenditures to Other Eligible Funds

The transfer of expenditures to the General Fund results in an increase of \$180,000 in FY 2016 when compared to the Continuation Budget. These transfers are within the Department of Recreation. These expenditures were shifted to the Recreation Special Activities Fund for FY 2015 as a one-time savings. This increase reverses these transfers for FY 2016.

Table IX provides a comparison of each department's General Fund FY 2016 Continuation Budget to the Recommended FY 2016 Budget.



Operating Budget Summary

FY2016-2017 Biennial Budget

*Table IX General Fund FY 2016 Continuation Budget /
FY 2016 Recommended Budget Comparison*

	FY 2016 Continuation Budget	FY 2016 Recommended Budget	% Change FY 2016 Cont. to FY 2016 Rec.
Police	\$ 131,362,399	\$ 132,931,210	1.2%
Fire	97,584,590	98,917,770	1.4%
Public Safety Sub-Total	\$ 228,946,989	\$ 231,848,980	1.3%
Public Services	\$ 18,820,679	\$ 18,885,620	0.3%
Health	19,301,507	17,028,870	-11.8%
City Manager's Office	16,037,808	15,690,540	-2.2%
Recreation	16,204,818	15,496,460	-4.4%
Parks	8,705,338	9,212,930	5.8%
Buildings & Inspections	7,246,654	7,605,330	4.9%
Community & Economic Development	5,386,012	6,863,240	27.4%
Finance	6,944,199	6,755,190	-2.7%
Law	6,052,059	6,158,120	1.8%
Enterprise Technology Solutions	4,442,584	4,281,020	-3.6%
Transportation & Engineering	3,792,046	3,609,230	-4.8%
City Council	2,087,235	2,161,300	3.5%
Human Resources	1,854,048	1,792,760	-3.3%
Economic Inclusion	1,254,633	1,173,010	-6.5%
Citizen Complaint & Internal Audit	888,597	867,700	-2.4%
Clerk of Council	764,338	750,420	-1.8%
Office of the Mayor	676,979	733,840	8.4%
City Planning	624,029	591,930	-5.1%
Non-Public Safety Sub-Total	\$ 121,083,563	\$ 119,657,510	-1.2%
Total Departmental Budgets	\$ 350,030,552	\$ 351,506,490	0.4%
Non-Departmental	\$ 26,248,978	\$ 22,629,670	-13.8%
Transfers Out	\$ 1,372,000	\$ 1,372,000	0.0%
Total General Fund Budget	\$ 377,651,530	\$ 375,508,160	-0.6%

Restricted Funds

The Recommended FY 2016 Principal Restricted Funds Operating Expenditure Budget increased \$20.3 million from the Approved FY 2015 Budget Update. This is primarily due to expenditure increases in the Metropolitan Sewer District Fund, the Greater Cincinnati Water Works Fund, the Health Services Fund, the



Parking System Facilities Fund, the Income Tax Infrastructure Fund, the Income Tax Transit Fund, and other funds. These increases are partially offset by decreases in the Bond Retirement Fund and other funds.

Bond Retirement

Expenditures for the Bond Retirement Fund vary annually depending on the amount of principal and interest to be paid and refunds. The Recommended FY 2016 Budget includes a \$4.9 million decrease relating to notes issued in FY 2015 that mature during FY 2016 and advancement of funds to capital projects prior to the bond sale in FY 2016.

Health Services Fund

The Health Services Fund expenditures increased \$1.8 million primarily due to an agreed to transition of expenditures from the General Fund as the Health Department implements the Affordable Care Act. In addition, a citywide increase in personnel and benefit costs as well as increases in contractual services and temporary personnel services are included in the Health Services Fund for FY 2016.

Income Tax Infrastructure Fund

The Income Tax Infrastructure Fund expenditures increased \$1.0 million primarily due to a citywide increase in personnel costs. Additionally, expenditures for automotive by garage and building structural repairs also increased for the Income Tax Infrastructure Fund in FY 2016.

Income Tax Transit

This fund accumulates the proceeds of the 0.3% of the Income Tax established for City transit needs and transportation-related functions. The City contracts with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system. The Recommended FY 2016 Budget includes a \$1.0 million increase over the Approved FY 2015 Budget Update to support SORTA's requested budget for calendar years 2015 and 2016.

Metropolitan Sewer District

The \$11.2 million increase in the Metropolitan Sewer District Fund is primarily due to increases in sundry contractual services, equipment, and mechanical supplies. A citywide increase in personnel and benefit costs also contributed to the increase for the Metropolitan Sewer District Fund for CY 2016.

Water Works

The \$7.3 million increase in the Water Works Fund is primarily due to a citywide increase in personnel and benefit costs as well as increased non-personnel expenditures for a new billing system and additional costs related to a proposed shift to monthly billing. Also included in this increase is an additional \$3.6 million budgeted for debt service based on a projected bond sale later in calendar year 2015.



RECOMMENDED FY 2017

FY 2017 is the second year of the biennial budget and will be updated in the spring of 2016. In developing the Recommended FY 2017 Budget, proposed expenditures are projected to outpace revenues. To structurally balance the Recommended FY 2017 General Fund Operating Budget, a 2.1% across the board reduction was applied to all departments as shown in the table below. When the Recommended FY 2017 Budget is updated, the budget gap will be addressed.

*Table X. 2.1% Across the Board Reductions to the
Recommended FY 2107 General Fund Operating Budget*

Dept	Department Name	FY 2017 2.1% Reduction
010	City Council	44,616
030	Office of the Mayor	14,615
040	Clerk of Council	16,243
090	Enterprise Technology Solutions	92,854
101	City Manager's Office	60,325
102	Office Of Budget & Evaluation	23,492
103	Emergency Communications Center	177,982
104	Office Of Environment and Sustainability	72,994
108	Performance Management and Data Analytics	8,502
110	Law	136,623
120	Human Resources	40,606
130	Finance	147,479
160	Community and Economic Development	154,910
170	City Planning	13,331
180	Citizen Complaint and Internal Audit	18,873
190	Recreation	344,850
200	Parks	198,552
210	Buildings and Inspections	173,864
220	Police	2,905,580
230	Transportation & Engineering	78,896
250	Public Services	409,704
260	Health	346,760
270	Fire	2,173,184
280	Economic Inclusion	25,306
900	Non Departmental Accounts	534,562
TOTAL		8,214,703



STAFFING PLAN

The Recommended FY 2016-2017 Biennial Budget includes additions to some departmental staffing plans. The overall growth in the City's workforce can be attributed primarily to four departments: Police, Health, Community & Economic Development, and Buildings & Inspection. As shown in the following table, the City will increase the overall number of funded positions in the FY 2016 Budget by 65.29 FTE. In the FY 2017 Budget, the number of funded positions increases by 8.2 FTE.

Police: The Police Department has two recruit classes in FY 2016; however, the graduates from these classes will offset projected attrition in FY 2016.

Health: The Health Department is showing the largest increase in FTE, although the number of FTE supported by the General Fund is declining. However, the work force supported by Federal grants increases significantly.

Community & Economic Development: The department is adding senior level management staff to improve performance and effectiveness.

Building & Inspections: The Building & Inspections Department is established as a separate department in FY 2016. Building & Inspections previously was a division of the Planning & Buildings Department. The FTE increase is a result of the restoration of the Zoning Plans Examination Program, the transfer of the Urban Conservator from the Planning Department, the addition of a Deputy Director position and, finally, the addition of two administrative support staff.

The number of General Fund positions increase by 27.35 FTE in the FY 2016 Budget and increase by an additional 6.2 FTE in the FY 2017 Budget. Restricted Funds positions increase by 37.94 FTE in the FY 2016 Budget and increase an additional 2.0 FTE in the FY 2015 Budget.

Table XI – FY 2016-2017 Biennial Budget City Staffing Plan

	FY 2015 Approved Budget	FY 2016 Recommended Budget	Change From FY 2015	FY 2017 Recommended Budget	Change From FY 2016
<i>(in Full-Time Equivalents, FTE)</i>					
General Fund	3,447.78	3,475.13	27.35	3,481.33	6.20
Restricted Funds	2,397.70	2,435.64	37.94	2,437.64	2.00
Total City Staffing	5,845.48	5,910.77	65.29	5,918.97	8.20

Table XII shows the total change of the FY 2016 Budget over the FY 2015 Budget for public safety, which includes the Fire and Police Departments, and Non-Public Safety FTE. Public safety FTEs increased by 11.73



FTE from the FY 2015 Approved Budget and non-public safety FTEs increase by 53.56 FTEs. In the FY 2017 Budget, there are no additions to public safety FTEs, but non-public safety positions increase by 8.2 FTE.

Table XII – All Funds: Public Safety FTE / Non-Public Safety FTE

	FY 2015 Approved Budget	FY 2016 Recommended Budget	Change From FY 2015	FY 2017 Recommended Budget	Change From FY 2016
<i>(in Full-Time Equivalents, FTE)</i>					
Public Safety FTE	2,099.00	2,110.73	11.73	2,110.73	0.00
Non-Public Safety FTE	3,746.48	3,800.04	53.56	3,808.24	8.20
Total All Fund FTE	5,845.48	5,910.77	65.29	5,918.97	8.20

As shown in Table XIII, the largest FTE increases in the General Fund can be attributed to non-public safety positions (particularly in the Buildings & Inspections Department and the Public Services Department). Public safety positions do increase in the General Fund but by a smaller amount of 11.73 FTE; the majority of this increase is in the Fire Department.

Table XIII – General Fund: Public Safety FTE/Non-Public Safety FTE

	FY 2015 Approved Budget	FY 2016 Recommended Budget	Change From FY 2015	FY 2017 Recommended Budget	Change From FY 2016
<i>(in Full-Time Equivalents, FTE)</i>					
Public Safety FTE	2,099.00	2,110.73	11.73	2,110.73	0.00
Non-Public Safety FTE	1,348.78	1,364.40	15.62	1,370.60	6.20
Total All Fund FTE	3,447.78	3,475.13	27.35	3,481.33	6.20

As shown in Table XIV, the level of sworn FTE in the Police Department increases by 23.0 FTE in FY 2016 while Fire sworn FTE decreases by 4.0 due to attrition. Sworn staff increases by a total of 19.0 FTE in FY 2016. There are no recommended changes in sworn staff for FY 2017.

Beginning with the FY 2016-2017 Recommended Biennial Budget, the Police Department's budget includes funding for 1,024 sworn FTE. That funding and FTE level includes a 30 person recruit class to begin in February of each year. The 30 person recruit class each year is designed to offset the annual attrition of sworn officers. If attrition in a given year is projected to be less than 30 FTE, the recruit class size can be decreased or delayed. If attrition in a given year is projected to be more than 30 FTE, the recruit class size can be increased or started earlier.



Table XIV – FY 2016 – FY 2017 All Funds Budget Sworn Strength Staffing Summary

<i>(in Full-Time Equivalents, FTE)</i>	FY 2015 Approved Budget	FY 2016 Recommended Budget	Change From FY 2015	FY 2017 Recommended Budget	Change From FY 2016
Police Sworn*	1,001.00	1,024.00	23.00	1,024.00	0.00
Fire Sworn	854.00	850.00	(4.00)	850.00	0.00
Total All Fund FTE	1,855.00	1,874.00	19.00	1,874.00	0.00

*The FY 2015 Approved Budget for Police Sworn FTE was overstated as it included 34.0 FTE that were projected to attrite during FY 2015. To reflect this, the FTE has been reduced from 1,035.0 FTE to 1,001.0 FTE. The FY 2016 Recommended Budget for Police Sworn has been reduced by the 40.0 FTE that are projected to attrite during FY 2016.

A longer perspective is shown in Table XV. The total public safety FTE supported by the General Fund has decreased by 84.17 FTE since the year 2000 which represents a 3.8% decline while non-public safety positions have declined by 608.8 FTE during the same period. However, in contrast, sworn public safety positions have increased by 87.0 FTE since calendar year 2000. This represents a 4.9% increase in sworn staff since 2000.

Table XV – General Fund Sworn FTE Change 2000-2016

<i>(in Full-Time Equivalents, FTE)</i>	CY 2000 Approved Budget	FY 2016 Recommended Budget	FTE Change From CY 2000	Percentage Change
Public Safety FTE	2,194.90	2,110.73	(84.17)	-3.83%
Non-Public Safety FTE	1,973.20	1,364.40	(608.80)	-30.85%
Total All Fund FTE	4,168.10	3,475.13	(692.97)	-16.63%

Note: The Calendar Year (CY) 2000 Budget FTE were derived from the Approved 1999-2000 Biennial Budget Document.

Note: The FY 2016 Recommended Budget for Police Sworn has been reduced by the 40.0 FTE that are projected to attrite during FY 2016.



Staffing Plan

	General Fund				Restricted Funds				All Funds			
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2014	FY 2015	FY 2016	FY 2017	FY 2014	FY 2015	FY 2016	FY 2017
City Council	27.00	27.00	27.00	27.00	0.00	0.00	0.00	0.00	27.00	27.00	27.00	27.00
Office of the Mayor	8.00	9.00	9.00	9.00	0.00	0.00	0.00	0.00	8.00	9.00	9.00	9.00
Clerk of Council	7.00	7.00	5.84	5.84	0.00	0.00	0.00	0.00	7.00	7.00	5.84	5.84
City Manager	159.00	163.50	168.50	168.50	11.75	12.00	12.00	12.00	170.75	175.50	180.50	180.50
Buildings & Inspections	92.50	91.50	99.50	99.50	0.00	0.00	0.00	0.00	92.50	91.50	99.50	99.50
Citizen Complaint and Internal Audit	9.00	9.00	9.00	9.00	0.00	0.00	0.00	0.00	9.00	9.00	9.00	9.00
City Planning	6.00	6.00	6.00	6.00	6.00	6.00	4.00	4.00	12.00	12.00	10.00	10.00
Community & Economic Development	21.00	19.00	24.60	27.60	25.40	28.40	31.40	33.40	46.40	47.40	56.00	61.00
Enterprise Services	0.00	0.00	0.00	0.00	35.80	35.80	40.30	40.30	35.80	35.80	40.30	40.30
Economic Inclusion	4.00	4.00	10.00	10.00	2.00	2.00	2.00	2.00	6.00	6.00	12.00	12.00
Enterprise Technology Solutions	46.75	49.75	47.55	47.55	47.80	35.80	35.80	35.80	94.55	85.55	83.35	83.35
Finance	68.67	66.04	65.28	66.28	32.09	30.46	30.47	30.47	100.76	96.50	95.75	96.75
Fire	823.00	882.00	891.00	891.00	1.00	0.00	0.00	0.00	824.00	882.00	891.00	891.00
Health	209.21	208.78	189.05	189.05	190.38	218.60	279.65	279.65	399.59	427.38	468.70	468.70
Human Resources	19.10	18.10	19.11	20.11	3.00	3.00	2.99	2.99	22.10	21.10	22.10	23.10
Law	58.20	62.20	65.00	66.20	8.00	8.00	8.00	8.00	66.20	70.20	73.00	74.20
Parks	125.83	172.05	173.05	173.05	65.40	71.40	71.40	71.40	191.23	243.45	244.45	244.45
Police	1,155.00	1,217.00	1,219.73	1,219.73	0.00	0.00	0.00	0.00	1,155.00	1,217.00	1,219.73	1,219.73
Public Services	144.00	138.00	145.00	145.00	294.00	297.00	298.00	298.00	438.00	435.00	443.00	443.00
Recreation	260.25	277.86	280.92	280.92	141.79	137.91	134.25	134.25	402.04	415.77	415.17	415.17
Sewers	0.00	0.00	0.00	0.00	699.46	717.00	717.00	717.00	699.46	717.00	717.00	717.00
Stormwater Management	0.00	0.00	0.00	0.00	22.00	20.25	23.73	23.73	22.00	20.25	23.73	23.73
Transportation & Engineering	21.00	20.00	20.00	20.00	150.40	153.40	153.40	153.40	171.40	173.40	173.40	173.40
Water Works	0.00	0.00	0.00	0.00	631.81	620.68	620.25	620.25	631.81	620.68	620.25	620.25
Total	3,264.51	3,447.78	3,475.13	3,481.33	2,368.08	2,397.70	2,464.64	2,466.64	5,632.59	5,845.48	5,939.77	5,947.97
Police Sworn	975.00	1,035.00	1,024.00	1,024.00	0.00	0.00	0.00	0.00	975.00	1,035.00	1,024.00	1,024.00
Fire Sworn	796.00	854.00	850.00	850.00	0.00	0.00	0.00	0.00	796.00	854.00	850.00	850.00
Non-Sworn	1,493.51	1,558.78	1,601.13	1,607.33	2,368.08	2,397.70	2,464.64	2,466.64	3,861.59	3,956.48	4,065.77	4,073.97





ACCOMPLISHMENTS IN FISCAL YEAR 2015

Approving an annual budget provides an important opportunity to see not only where we are going but to also identify significant accomplishments over the past year. The following list highlights some of those successes in FY 2015.

City Manager's Offices (CMO)

Office of Communications

- Began implementation of Cincinnati Community Engagement Initiative as directed by City Council.
- Promoted transparency and engagement through increased social media presence.
- Worked with CAGIS to overhaul the City application, which will be launching soon.
- Produce quality video programming, including 7 TV programs, special events and 100% of live City Council and Committee meetings with closed captioning.
- Spearhead development of video teleconferencing for City departments.
- In coordination with DOTE launched "Roadmap Cincy" to communicate road construction and associated traffic detours in the Urban Core.

Emergency Communications Center

- A Computer Aided Dispatch (CAD) hardware/software consolidation system will be implemented in coordination with Hamilton County. This will be a three year process that will allow both agencies to monitor and track public safety resources in both service areas that could assist in a mutual aid situation.
- ECC is now able to receive text message information as 911 calls.
- At the fiscal year's end, ECC will be close to full staffing levels. This will reduce mandatory overtime required by operators and dispatchers.
- ECC is part of a newly formed Policy Committee along with Police and Fire. This committee works to improve matters such as response time, procedures, and communications to field offers.

Office of Budget and Evaluation

- *Awarded* the Government Financial Officers Association's Distinguished Budget Presentation Award for the biennium starting July 1, 2013.
- Also achieved a City of Cincinnati 2014 Innovation Award in Community Connections for the Open Budgeting initiative.



Office of Environment and Sustainability

- *Bike Sharing* launched in Cincinnati with 260 bikes in 26 locations, thanks to a partnership between the City of Cincinnati and RedBike. In its first 6 months, RedBike has signed up more than 800 members and been used for more than 25,000 rides.
- The curbside recycling program will collect and sell more than 16,000 tons of material in 2015, reducing landfill dependence and supplying raw materials for local manufacturing jobs.
- Cincinnati converted 4,000 streetlights to energy efficient LEDs, reducing electricity demand for those lights by about 60%.
- The electricity aggregation program provided electricity to about 60,000 residential and small commercial customers. The electricity came 100% from renewable sources such as solar and wind, and saved residents 7% on their electric bills compared to buying from Duke.
- Environmental audits were performed at 36 City facilities, resulting in implementation of 134 audit recommendations.

Office of Performance and Data Analytics

- 25 Performance Management Agreements have been established. These agreements are annual agreements between the City Manager and Department heads establishing priorities, goals, objectives, and measures to track and evaluate performance.
- The Office of Performance & Data Analytics coordinated with ETS on launching an open data portal. This will allow the City to post municipal datasets for public consumption and use.
- An innovation lab was launched to re-engineer and streamline municipal processes to deliver better, faster, cheaper, and smarter service. The goal of the lab is to hold 4-5 significant Innovation Lab events per year where front line employees engage in mapping out processes in detail, identifying areas for improved efficiency, and developing an action plan for moving forward.
- The Office of Performance & Data Analytics launched bi-weekly CincyStat Sessions. These sessions between the City Manager and department leadership using data driven analysis to discuss performance, identify problems, diagnose cause, and invest resources to solve issues.

Citizen Complain & Internal Audit (CCIA)

- CCIA provided outreach, detailing an overview of CCA's processes and procedures for the International Visitor Leadership Program (visitors were from South and Central Asia and the Philippines) and the University of Cincinnati's Social Work Department.



- CCIA participated in the City Manager's Advisory Group (MAG) meetings and is making significant progress on maintaining/building better relationships between the City and its citizens.
- CCIA has received and reviewed 243 complaints from July 1, 2014 - May 1, 2015.
- CCIA has opened 40 investigations of CPD members from July 1, 2014 - May 1, 2015.
- Internal Audit conducted 7 operational audits with a total of 50 recommendations, by providing independent and objective assurance designed to add value and improve the operations of the city, and ensure departments met their objectives and goals. Six follow-up reviews were also completed, along with 3 Fraud Hotline complaint investigations.

City Planning

- Planning Staff completed two Community Plans: the Northside Plan and the MLK / Reading Road Corridor Study. During this time, Planning Staff also began or continued work on Plans for the Wasson Line and the neighborhoods of: Price Hill, Carthage, Mt. Auburn, and Hyde Park East. Planning Staff also conferred with North Avondale, Roselawn, Madisonville, Hyde Park, Clifton, and the neighborhoods around the University of Cincinnati about potential future plans.
- Planning Staff, along with Staff from Facilities Management and MSD, was awarded First Place in the Seansongood Innovation Awards for their work on the new Police District 3 Headquarters. Planning Staff was integral to the site selection and design of the building in their role of leading the community engagement for the project.

Community and Economic Development

- In FY 2015, Economic Development invested \$83 million to support \$269 million in development, resulting in a total of 4,203 jobs created and 1,743 retained. Projects include: General Electric U.S. Global Operations Center at The Banks; Mercy Health Bond Hill Campus; and Cincinnati Bell.
- Economic Development had \$92.5 million in investment leveraged with \$28.9 million of City grant funding to create 700 jobs and retain another 400 jobs in fiscal year 2015 year-to-date. Projects include: Madisonville 5/3 Bank Redevelopment; Mercy Health Bond Hill Campus; Trevarren Flats-Walnut Hills.
- The Housing Division invested \$17.5 million to support \$89.1 million in development, resulting in a total of 373 housing units and 16 commercial units.
- Community Development had \$47.6 million in investment leveraged with \$11.8 million of City funding to create 215 units in fiscal year 2015 year-to-date. Projects include: Market-rate apartments in Pendleton and Over-the-Rhine; Affordable family apartments in Pendleton and Over-the-Rhine; Senior Apartments in College Hill.



- Tax abatements provided for 217 one-to-three unit residential buildings and 14 large multifamily developments.

Convention Center

- The Duke Energy Convention Center (DECC) was the Winner of DECC 2015 Winner of Facilities & Destinations Prime Site Award, for the 4th year in a row.
- DECC maintained record of annually managing expenses under budget and drove revenue surpluses back to the city funding accounts.
- DECC Green Initiative reduced event lighting usage by 65% after installing LED fixtures, saving 763,239 KWH, equivalent to reducing 526 metric tons of CO₂.
- DECC diverted 116.3 Tons of waste from landfill through upgraded composting and improved recycling efforts.

Enterprise Technology Solutions (ETS)

- The City launched a new Open Data platform portal to continue to support the City Administration's goal of transparency for the citizens. This will allow citizens to gain access and review data for the entire City.
- In 2015, ETS began a \$13 million dollar multiyear upgrade of the City's 800MHz radio communications system. ETS and the City Manager's Office negotiated a shared services memorandum of understanding with the State of Ohio to share core system equipment with the State's Multi Agency Radio Communications System (MARCS). Connecting the City's 800MHz system to the MARCS system saves the City operating expenses associated with maintenance and improve regional communications interoperability.
- ETS implemented a revenue enhancement (Radio User Fee) in 2015 to bill external agencies using the City's 800MHz system and who are not compensating the City either monetarily or through in-kind compensation. The Radio Fee will generate approximately \$24,000 plus annually in revenue.
- On March 20, 2015 ETS launched a new design for the City's employee portal, City Matters. The new design allows information to be more streamlined and up-to-date.
- County Law Enforcement Applied Regionally (CLEAR) was relocated to the Centennial II building to decrease the annual cost of leasing space to house the ETS CLEAR division.
- The ETS Contact Center/Enterprise IT Service Desk fielded 4,913 customer calls and processed 5,589 service requests in the first 10 months of FY 2015. Based on these trends, estimated year end totals for FY 2015 are 5,896 and 6,707 service requests.



Finance

- The Income Tax Division's document management team worked closely with the banking partner's lockbox team to enhance the current individual tax return processing functionality. The data processors at the lockbox are now capturing additional tax data fields on all individual Cincinnati Income Tax returns resulting in faster posting of tax returns in 2015.
- The Purchasing Division expanded its consortium for the purchase of salt from nine communities to fifteen.
- Urgent care services and acute care treatment at Employee Health Services for city employees was introduced this year in an effort to reduce healthcare costs, reduce workers' compensation costs, and increase productivity.
- The Finance Department managed the investment of approximately \$750 million of idle cash resources generating income of more than \$9.0 million in a very low interest rate environment. The General Fund earns approximately 40% of this interest income.
- Finance managed more than 25,000 deposits from various sources to city bank accounts annually and disused more than 24,000 vendor payments and more than 170,000 employee/pension payroll payments.

Fire

- Regularly attended all community council meetings and share a standardized list of topics established by all departments for all 40 fire companies.
- 113 recruits graduated and brownouts were removed helping the department achieve full staffing.
- The Fire Department is working with the Community Action Agency (CAA) and Councilwoman Simpson to establish the Cadet program for 15 young people within the community. The Fire Department worked with local universities on student housing safety.
- The Fire Department is working with Cincinnati Police as well as county law enforcement to form a heroin coalition to help combat the addiction problem that is plaguing the city. The objective is to help facilitate treatment on the scene and provide care that will help in the long term.
- The Fire Department in conjunction with the Police has collaborated to create procedures to deal with an active shooter situation. In addition, both agencies will hold training in order to test our ability to deal with the emergency scene.
- Cincinnati Fire Special Operations has created incident action plans for upcoming spring and summer events including All Star week in July. The plans will help to establish guidelines to deal with anticipated and unusual hazards that may arise during the various events.



Health

- Cincinnati City Primary Care (CCPC) earned a perfect score of 100 resulting in the Cincinnati Health Department (CHD) being awarded a Health Resources Service Administration (HRSA) annual grant of \$1.2 million to expand the preventative and primary care services. A major part of the expansion was to open the Ambrose Clement Health Center as a primary care site to serve patients who used to go to the Neighborhood Healthcare sites.
- CCPC received Patient Centered Medical home (PCMH) Level 3 Recognition from the National Committee on Quality Assurance (NCQA).
- The City of Cincinnati reached a historic low single digit of CY 2014 infant mortality rate of 8.4* deaths per 1,000 live births. For the 19 target zip codes, 12 decreased, 4 increased and 3 experienced no change in infant mortality rates. The Health Department's First Steps Program collaborates with local hospitals, home visitation agencies and others to address the City's high infant mortality rate which has traditionally been more than double the national average. First Steps Program saw 3,095 mothers in the hospital discharge protocol and home visitation education interventions.
- In collaboration with university Hospital, the Health Department achieved a 4.5 infant mortality rate, 10.9 preterm percentages and 4.8 fetal death rates for our health care patient population. The department attained the Healthy People 2020 Target for each of the three benchmarks.
- The School Based Health Center program opened 3 new facilities: Riverview East School Based Health Center added to Riverview East Academy to serve the students and East End families who lost services when East End Health Center closed last year, a new facility at Western Hills/ Gilbert Dater High School Campus with the addition of a four chair dental center to the health center, and Withrow School Based Health Center added a four chair dental center.

Human Resources

- Successfully negotiated labor agreements for Police and Fire
- Successfully hired two police lateral classes in record time; significant, positive impact on the number of sworn officers serving the citizens of the City.
- Successfully on-boarded new recruit classes for both police and fire. Over 1,200 candidates tested utilizing video simulate on testing model.
- Introduced and successfully implemented the City's Public Employees Loan Forgiveness Program.

Law

- The Law Department worked with the City Manager's Office, the Mayor, and City Council to pass Ordinance 38-2014, which authorizes the City to resolve its pension funding issues through a



collaborative mediation conducted by Judge Michael Barrett in federal district court. The negotiations resulted in a memorandum of understanding and settlement agreement signed by the parties that both solves annual general fund deficits and preserves pension benefits for City employees and retirees.

- Law resolved the Cincinnati Board of Education and the Ohio Tax Commissioner's lawsuits against the City regarding the taxability of the Convention Center. The settlement preserves the Convention Center tax exemption and avoids claimed property taxes in excess of \$25 million.
- Law's economic development attorneys completed complex transactions for both the placement of the new GE facility on the Banks and the construction of the new Mercy corporate headquarter facility in Bond Hill.
- Law's nuisance team filed 39 public nuisance cases resulting in 22 nuisance closures, 9 property transfers, and the forfeiture of 2 liquor licenses.
- Law's litigation team obtained summary dismissals of the following police cases: Anternitial O'Neal, administratrix for the estate of Dontez O'Neal, et al v. Officer Orlando Smith; Clarence Johnson, administrator for the estate of Erica Collins v. Officer Matthew Latzy; and Leona Mullins, administratrix for the estate of Davon Mullins v. Officer Oscar Cyranek. O'Neal.

Parks

- In 2015, the Park Board is on pace to return \$0.83 on every tax dollar invested by the Citizen's of Cincinnati through volunteerism, programs, events, and leveraged relationships.
- The Park board, through the Cincinnati Parks Foundation,
- rose over \$3.1 million in additional private funding for Smale Riverfront Park. This brings the total private funding raised for this park to over \$43 million.
- The Park Board will complete over \$28 million dollars of construction of the west side of Smale Riverfront Park- Vine Street Fountain and Steps, the Carousel, Pavilion, and south of Mehring Way. All areas will be open by June 30, 2015.
- The Park Board is providing all the beautification along the streets and within the parks for the 2015 All Star Game.
- In 2014-15, the Park Board leveraged over 53,685 hours of volunteer time, which equated to having over 26 additional full-time employees for the year.
- The Park Board's Explore Nature program provided over 1,000 programs and served 59,409 children and 46,425 adults.



- In 2015, “Wallet Hub” ranked Cincinnati Parks #1 nationally for our parks and recreational facilities.
- The Krohn Conservatory generates over \$28 million dollars of economic/Parkeconomic impact for the city and the region for each year as confirmed by the University of Cincinnati.

Police

- In partnership with Boys Hope Girls Hope of Greater Cincinnati, the Police Department’s H3Cincy (Hoops. Heart. Hope) program expanded its educational outreach and basketball initiative. The program’s second year started in February of 2015 at five Cincinnati Recreation Commission Centers. The citywide youth enrichment program is a 10-week educational and athletic program for kids ages 10 – 18.
- The main goal of the Cincinnati Initiative to Reduce Violence (CIRV) is to impact Group Involved (GMI) homicides, defined as “the homicide victim and/or suspects are known to be involved in a violent street group.” A 42-month analysis of the impact CIRV had in Cincinnati showed a 41.2% reduction in GMI homicides and a 22.3% reduction in shootings.
- The Cincinnati Neighborhood Enhancement Program (NEP) uses focused, integrated and concentrated City service delivery and community redevelopment strategies. Various City departments, residents, and community organizations partner in this effort. NEP was in Walnut Hills during the summer and fall of 2014 and moved to Over the Rhine in the spring of 2015.
- FY2015 budget gave the Police Department the first full Recruit class since 2008. 60 recruits started training in September 2014 and the class graduated 56 officers in February 2015. With funding assistance from a COPS Hiring Grant, the Department also initiated its second Lateral Officer Class in March 2015, with 25 officers, from other Ohio agencies, seeking to become Cincinnati Police Officers.
- With the new District Three dedication in June 2015, the Police Department is beginning a revitalization of its facilities. District 3 will be fully operational in its new location by early July. The City also completed the purchase of 801 Linn Street. This facility will be the new home for several Police Department units that were previously housed in leased spaces.

Public Services

- In April 2015, a new trash collection policy for residents was implemented.
- The new Police District 3 on Ferguson Avenue will open in June 2015.
- The new innovation lab was constructed in Centennial II.
- 84% of slippery streets were treated within 24 hours.



- Approximately 43,000 potholes were repaired.
- 89% of potholes were repaired within seven days of notification.
- Over 10,000 signs were installed or repaired in calendar year 2014.
- Over 1.2 million linear feet of pavement line markings were completed in calendar year 2014.
- 91% of bulk trash items were collected within seven days.
- On average, dead animals were collected within 1.28 days of notification.
- The Private Lot Abatement program was transferred from the Health Department to the Department of Public Services.
- The Fleet Services Division conducted approximately 3,500 preventative maintenance orders and put more than approximately 400 pieces of equipment into service.

Recreation

- Millvale Recreation Center and Wayne Fields were chosen for the P&G, Cincinnati Zoo, and Reds Community Fund Community Makeover. A project to renovate the ball fields and recreation center blossomed into a comprehensive neighborhood transformation, providing 4,300 hours of volunteer service and investment of more than \$500,000 in cash and in-kind support for the community.
- Clifton and Price Hill Recreation Centers were renovated at a cost of \$4 million and reopened in January and May 2015 respectively.
- CRC conducted the I Can Swim Program, which reached a level of 10,339 participants as of August 2014. More than 800 students received lesson scholarships for the summer of 2014, and 178 earned their pool memberships in support of the program's secondary goal.
- The department served over 234,000 meals and snacks to citizens at our senior centers, pools, and recreation facilities. A new partnership with the Children's Hunger Alliance to pilot an evening meal program for youth and teens accounts for 24,178 of this total. This program has been expanded to nine recreation centers.

Sewers [Metropolitan Sewer District (MSD)]

- MSD was awarded 2014 Best Asset Condition Management Program from Uptime Magazine at the International Maintenance Conference (IMC).
- Mill Creek Treatment Plant received a NACQWA gold award for zero NPDES permit excursions in 2014



- Earned NELAC certification at MSD's wastewater labs. Obtaining this level of certification requires the demonstration of a very high degree of expertise and attention to producing accurate data. This certification proves credibility of data and demonstrates accuracy of the results.
- WWT SCADA is continuing to virtualize physical servers. These changes improve the department's ability to monitor the health of the control system and ease of creating backup copies of the live servers.

Stormwater Management Utility

- Flood Control - Completed the installation of the second of eight replacement hydraulic control systems that operate the radial gates at the Barrier Dam Pump Station. This new system, as well as the one installed the previous year, were tested and operated successfully during flood event in early March.
- Flood Control - Completed construction of Guerley Road Dam that will reduce street flooding in West Price Hill.

Transportation and Engineering

- The Department of Transportation and Engineering's (DOTE) re-paved 74.7 lane miles (LM) of street paving in CY 2014, leveraging approximately \$4.9M in outside grant sources from Ohio Public Works Commission (OPWC) and Ohio Department of Transportation (ODOT) Urban Paving. In the approved 2013 and 2014 Budgets, City Council directed the Administration to average at least 100 LM of street rehabilitation over the two-year period of CY 2013 and CY 2014. The Administration accomplished 130.2 LM of the 200 LM goal in 2013, thus re-paving 204.9 LM for the two year period.
- DOTE, in collaboration with ODOT and OKI, began construction on the highly anticipated ML King/I-71 Interchange project.
- DOTE, in collaboration with ODOT and OKI, achieved substantial completion on the \$57 million Waldvogel Viaduct Replacement Project, leveraging approximately \$48 million in OPWC, OKI and ARRA funding. The project replaced the lowest rated bridge in the City.
- DOTE completed the \$3.3 million Center Hill Avenue Bridge Replacement project, leveraging approximately \$1.1 million in OPWC financing.
- DOTE's Wall Stabilization and Landslide Correction Program completed 4 projects with a total construction value of approximately \$770,000, including the West Fork Road Landslide Correction, Goethe Street Retaining Wall, Tusculum Avenue Wall Replacement, and the Groesbeck Road Retaining Wall Repair.



- DOTE reached substantial completion on the \$3.0 million Short Vine Street Streetscape project in Corryville; it is the first “Festival Street” in Cincinnati.
- DOTE issued and inspected 6500 Right of Way permits, issued over 500 contractor licenses, and issued over 200 Residential Parking Permits.

Water Works

- IT Implemented Contact Center back-up procedures to respond to any phone service interruptions, ensuring business continuity for GCWW, AlexRenew and LEXserv customers.
- Successfully treated and distributed over 43 billion gallons of safe, high quality drinking water to the region. This was done despite flooding of the Ohio River, spills such as a 10,000 gallon spill of diesel fuel at a Duke Energy plant, train derailments and explosions in West Virginia, and algae blooms that made Toledo’s water undrinkable.
- Installation of backup generators at Richard Miller Treatment Plant and at Irwin Simpson and Cornell pump stations to ensure supply and transmission system reliability.





The Recommended FY 2016-2017 Biennial Budget for the General Fund is recommended in the context of a multi-year financial forecast of resources and expenditures. Table XVI depicts a Multi-Year (six-year) General Fund budget forecast that includes the Approved FY 2015 Update as well as a FY 2015 Estimate. The Recommended FY 2016-2017 Biennial Budgets are structurally balanced. The forecast for FY 2018-2020 shows expenditures growing at faster pace than revenues.

Table XVI. General Fund Forecast FY 2015-2020

<i>Cash Basis</i>	Approved FY 2015 Update	FY 2015 Estimate ⁽¹⁾	FY 2016 Recommended	FY 2017 Recommended	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
Total Revenues ⁽²⁾	\$358,191,232	\$367,466,000	\$375,508,160	\$383,102,500	\$390,381,448	\$397,017,932	\$402,576,183
Total Expenditures ⁽³⁾	\$356,519,232	\$367,745,536	\$374,136,160	\$381,465,610	\$391,401,156	\$399,872,981	\$406,100,978
Revenues over Expenditures	\$1,672,000	(\$279,536)	\$1,372,000	\$1,636,890	(\$1,019,708)	(\$2,855,049)	(\$3,524,795)
Transfers							
Transfers In	\$0	\$3,241	\$0	\$0	\$0	\$0	\$0
Transfers Out	(\$1,672,000)	(\$5,422,000)	(\$1,372,000)	(\$1,636,890)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)
Total Transfers	(\$1,672,000)	(\$5,418,759)	(\$1,372,000)	(\$1,636,890)	(\$1,000,000)	(\$1,000,000)	(\$1,000,000)
Revenue Net of Expenditures and Trans	\$0	(\$5,698,295)	\$0	\$0	(\$2,019,708)	(\$3,855,049)	(\$4,524,795)
Cancellation of Prior Year's Encumbranc	\$0	\$1,420,666	\$0	\$0	\$0	\$0	\$0
Fund Balance at Beginning of Year	\$4,929,000	\$18,003,920	\$13,726,291	\$13,726,291	\$13,726,291	\$11,706,583	\$7,851,534
Fund Balance at End of Year	\$4,929,018	\$13,726,291	\$13,726,291	\$13,726,291	\$11,706,583	\$7,851,534	\$3,326,739

1. FY 2015 Estimated Revenues from the Department of Finance for actual revenues received through March 30, 2015. FY 2015 Estimated Expenditures reflect the adjusted FY 2015 Budget as of May 13, 2015.
2. Projected Revenues for FY 2018-2020 from the University of Cincinnati Economic Forecast, December 2014.
3. Projected Expenditure increase assumptions for FY 2018-2020 include: 1.55% for salary and salary-related benefits; 1.33% for non-personnel expenditures; 5.0% hospitalization, dental, & vision benefits; and 5.0% for other non-departmental expenditures.

The City of Cincinnati Operating Budget is developed by fund. By law, each fund is balanced to resources. Significant changes in fund revenues, resources, expenditures, or balances in each fund are described in this section of the Recommended FY 2016-FY 2017 Biennial Budget document. This section includes the following tables and narratives.

All Funds Operating Budget and All Funds Operating Budget Summary

Two tables are provided.

1. **All Funds Operating Budget** lists the Approved FY 2014 Budget, the Approved FY 2015 Budget Update, the Recommended FY 2016 Budget, the change between the FY 2015 and FY 2016 Budget, and the Recommended FY 2017 Budget by *fund*
2. **All Funds Operating Budget Summary** is similar to the All Funds Operating Budget, but it provides the budget comparison by *department* rather than by fund.
3. **2016 All Funds Operating Budget Summary by Type** and **2017 All Funds Operating Budget Summary by Type** provides the respective Recommended fiscal year budget, by department and funding source type. The funding source types include the General Fund, Principal Restricted Funds,



Other Restricted Funds, and CDBG Funds. The Total Operating Budget for each department is provided too.

Notes:

- a. *The above tables do not include "Transfers In" or "Transfers Out" which, if included, would result in a General Fund total of \$375.5 million in the Recommended FY 2016 Budget column.*
- b. *All of the above reports include some Community Development Block Grant (CDBG) funding related to planning and administration which is reported in the Consolidated Plan Budget. The Consolidated Plan Budget is not included in the Recommended FY 2016-FY 2017 Biennial Budget. It is appropriated on a calendar year basis and the City Council approved this budget for calendar year 2015 on October 29, 2014.*

General Fund Budget Summary lists the General Fund Approved FY 2015 Budget and the Recommended FY 2016 and FY 2017 Budget by department. It also includes the change from the Approved FY 2015 Budget to the Recommended FY 2016 Budget. *Note: this table does not include "Transfers In" or "Transfers Out" which, if included, would result in a General Fund total of \$375.5 million in the Recommended FY 2016 Budget column.*

Restricted Funds Resources and Expenditures

Two tables are provided:

1. **Restricted Funds Operating Budget** lists the operating budget funded by Principal Restricted Funds for the Approved FY 2014 Budget, the Approved FY 2015 Budget, the Recommended FY 2016, and the Recommended FY 2017 budgets by fund. It also includes the change from the Approved FY 2015 Budget to the Recommended FY 2016 Budget. *Note: This table does not include Community Development Block Grant (CDBG) funding.*
2. **Other Restricted Funds Operating Budget by Fund** lists various other restricted funds for the Approved FY 2014 Budget, Approved FY 2015 Budget, Recommended FY 2016, and the FY 2017 Recommended budgets. It also includes the change from the Approved FY 2015 Budget to the Recommended FY 2016 Budget.

Non-Departmental

The "Non-Departmental Summary" can be found on page 51.

Financial Summaries

Financial Summaries for each Principal Restricted Funds follow the Non-Departmental Summary.



All Funds Operating Budget

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
General Fund	360,377,900	356,519,230	374,136,160	17,616,930	381,465,610
Principal Restricted Funds					
Water Works	136,571,110	138,433,700	145,760,360	7,326,660	148,307,180
Parking System Facilities	8,416,020	12,506,700	13,150,080	643,380	12,486,280
Convention Center	7,942,490	8,022,100	8,746,090	723,990	8,868,580
General Aviation	1,842,130	1,815,420	1,867,520	52,100	1,910,260
Municipal Golf	6,996,020	6,428,630	6,311,800	(116,830)	5,900,000
Stormwater Management	10,057,950	10,204,660	10,204,320	(340)	9,691,730
Bond Retirement	113,179,780	98,340,320	93,390,390	(4,949,930)	94,445,280
Street Construction Maintenance & Repair	9,816,110	9,717,320	10,048,980	331,660	10,309,030
Income Tax-Infrastructure	17,245,760	16,179,580	17,224,810	1,045,230	17,960,330
Community Dev Block Grant	2,950,780	3,225,370	3,331,150	105,780	3,664,140
Municipal Motor Vehicle License Tax	2,697,630	2,674,480	2,736,370	61,890	2,807,100
Sawyer Point	1,117,110	1,129,790	1,145,850	16,060	1,166,150
Recreation Special Activities	3,826,400	4,182,750	4,454,560	271,810	4,049,380
Health Services	5,731,430	6,520,300	8,333,770	1,813,470	8,523,950
Metropolitan Sewer District	227,241,600	231,306,950	242,517,970	11,211,020	247,364,810
Income Tax Transit	49,539,660	50,480,130	51,508,010	1,027,880	52,532,510
Principal Restricted Total	605,171,980	601,168,200	620,732,030	19,563,830	629,986,710
Other Restricted Funds	33,362,050	32,864,580	39,232,470	6,367,890	39,673,060
Grand Total	998,911,930	990,552,010	1,034,100,660	43,548,650	1,051,125,380

All Funds Operating Budget Summary



All Funds Operating Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
City Council	2,029,600	2,043,260	2,161,300	118,040	2,174,400
Office of the Mayor	530,560	655,200	733,840	78,640	743,180
Clerk of Council	747,690	743,750	750,420	6,670	757,260
City Manager	17,152,090	17,340,030	18,956,600	1,616,570	19,158,070
Buildings & Inspections	7,487,860	7,011,140	7,679,650	668,510	8,179,860
Citizen Complaint and Internal Audit	839,240	851,460	867,700	16,240	879,800
City Planning	1,090,710	1,024,110	992,830	(31,280)	1,037,390
Community & Economic Development	5,279,500	7,519,260	8,851,810	1,332,550	8,692,300
Enterprise Services	15,602,210	19,791,790	21,112,840	1,321,050	20,547,000
Economic Inclusion	764,580	1,173,840	1,531,840	358,000	1,546,370
Enterprise Technology Solutions	14,301,570	13,102,530	13,180,280	77,750	13,530,170
Finance	121,619,670	106,121,020	101,405,360	(4,715,660)	102,599,920
Fire	95,247,680	92,657,380	98,917,770	6,260,390	101,311,800
Health	40,147,980	40,586,060	46,546,620	5,960,560	46,398,120
Human Resources	2,226,550	2,074,190	2,074,290	100	2,188,720
Law	6,226,050	5,826,760	6,364,190	537,430	6,583,700
Parks	14,841,550	15,463,320	16,609,280	1,145,960	16,753,460
Police	125,981,850	126,274,290	133,394,840	7,120,550	135,555,610
Public Services	37,543,200	37,184,130	38,942,700	1,758,570	39,677,720
Recreation	28,028,290	27,395,170	27,628,080	232,910	27,417,150
Sewers	222,998,310	227,124,500	238,768,700	11,644,200	243,305,340
Stormwater Management	7,497,370	7,583,060	7,549,640	(33,420)	6,984,970
Transportation & Engineering	11,268,380	10,585,230	11,160,810	575,580	11,595,560
Water Works	132,771,560	134,729,850	142,240,880	7,511,030	144,565,500
SORTA	48,875,000	49,800,000	50,811,000	1,011,000	51,822,000
Department Total	961,099,050	954,661,330	999,233,270	44,571,940	1,014,005,370
Non-Departmental Benefits	14,432,950	12,502,300	11,172,130	(1,330,170)	12,298,310
General Fund Overhead	7,750,050	7,750,050	7,885,590	135,540	8,047,360
Non-Departmental Accounts	14,954,880	14,587,740	14,809,670	221,930	15,193,340
Reserve for Contingencies	675,000	1,050,590	1,000,000	(50,590)	1,581,000
Non-Departmental Budgets Total	37,812,880	35,890,680	34,867,390	(1,023,290)	37,120,010
	998,911,930	990,552,010	1,034,100,660	43,548,650	1,051,125,380

**All Funds Operating Budget Summary****FY 2016 All Funds Operating Budget Summary by Type**

Agency/Account	General Fund	Principal Restricted Funds	Other Restricted Funds	CDBG Funds	Total Operating
City Council	2,161,300	0	0	0	2,161,300
Office of the Mayor	733,840	0	0	0	733,840
Clerk of Council	750,420	0	0	0	750,420
City Manager	15,690,540	180,240	3,059,630	26,190	18,956,600
Buildings & Inspections	7,605,330	67,500	6,820	0	7,679,650
Citizen Complaint and Internal Audit	867,700	0	0	0	867,700
City Planning	591,930	0	0	400,900	992,830
Community & Economic Development	6,863,240	84,470	335,930	1,568,170	8,851,810
Enterprise Services	0	21,112,840	0	0	21,112,840
Economic Inclusion	1,173,010	308,570	0	50,260	1,531,840
Enterprise Technology Solutions	4,281,020	803,300	8,095,960	0	13,180,280
Finance	6,755,190	93,836,720	658,270	155,180	101,405,360
Fire	98,917,770	0	0	0	98,917,770
Health	17,028,870	8,176,910	21,340,840	0	46,546,620
Human Resources	1,792,760	281,530	0	0	2,074,290
Law	6,158,120	206,070	0	0	6,364,190
Parks	9,212,930	4,051,730	3,344,620	0	16,609,280
Police	132,931,210	0	463,630	0	133,394,840
Public Services	18,885,620	19,979,110	77,970	0	38,942,700
Recreation	15,496,460	11,431,850	699,770	0	27,628,080
Sewers	0	238,768,700	0	0	238,768,700
Stormwater Management	0	7,549,640	0	0	7,549,640
Transportation & Engineering	3,609,230	7,162,680	388,900	0	11,160,810
Water Works	0	142,240,880	0	0	142,240,880
SORTA	0	50,811,000	0	0	50,811,000
Department Total	351,506,490	607,053,740	38,472,340	2,200,700	999,233,270
Non-Departmental Benefits	8,225,020	2,633,330	269,860	43,920	11,172,130
General Fund Overhead	0	7,089,620	490,270	305,700	7,885,590
Non-Departmental Accounts	13,704,650	100,000	0	780,830	14,585,480
Reserve for Contingencies	700,000	300,000	0	0	1,000,000
Non-Departmental Budgets Total	22,629,670	10,122,950	760,130	1,130,450	34,643,200
Grand Total	374,136,160	617,176,690	39,232,470	3,331,150	1,033,876,470

All Funds Operating Budget Summary



FY2017 All Funds Operating Budget Summary by Type

Agency/Account	General Fund	Principal Restricted Funds	Other Restricted Funds	CDBG Funds	Total Operating
City Council	2,174,400	0	0	0	2,174,400
Office of the Mayor	743,180	0	0	0	743,180
Clerk of Council	757,260	0	0	0	757,260
City Manager	16,004,070	181,210	2,946,500	26,290	19,158,070
Buildings & Inspections	8,105,410	67,500	6,950	0	8,179,860
Citizen Complaint and Internal Audit	879,800	0	0	0	879,800
City Planning	621,510	0	0	415,880	1,037,390
Community & Economic Development	6,396,730	89,090	342,310	1,864,170	8,692,300
Enterprise Services	0	20,547,000	0	0	20,547,000
Economic Inclusion	1,179,740	315,580	0	51,050	1,546,370
Enterprise Technology Solutions	4,328,780	840,000	8,361,390	0	13,530,170
Finance	6,875,370	94,894,690	674,500	155,360	102,599,920
Fire	101,311,800	0	0	0	101,311,800
Health	16,165,690	8,361,580	21,870,850	0	46,398,120
Human Resources	1,893,030	295,690	0	0	2,188,720
Law	6,369,240	214,460	0	0	6,583,700
Parks	9,256,290	4,125,900	3,371,270	0	16,753,460
Police	135,455,610	0	100,000	0	135,555,610
Public Services	19,100,060	20,499,690	77,970	0	39,677,720
Recreation	16,076,680	10,628,040	712,430	0	27,417,150
Sewers	0	243,305,340	0	0	243,305,340
Stormwater Management	0	6,984,970	0	0	6,984,970
Transportation & Engineering	3,678,050	7,503,330	414,180	0	11,595,560
Water Works	0	144,565,500	0	0	144,565,500
SORTA	0	51,822,000	0	0	51,822,000
Department Total	357,372,700	615,241,570	38,878,350	2,512,750	1,014,005,370
Non-Departmental Benefits	8,727,940	3,216,320	295,110	58,940	12,298,310
General Fund Overhead	0	7,236,250	499,600	311,510	8,047,360
Non-Departmental Accounts	14,083,970	100,000	0	780,940	14,964,910
Reserve for Contingencies	1,281,000	300,000	0	0	1,581,000
Non-Departmental Budgets Total	24,092,910	10,852,570	794,710	1,151,390	36,891,580
Grand Total	381,465,610	626,094,140	39,673,060	3,664,140	1,050,896,950



General Fund Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
City Council	2,029,600	2,043,260	2,161,300	118,040	2,174,400
Office of the Mayor	530,560	655,200	733,840	78,640	743,180
Clerk of Council	747,690	743,750	750,420	6,670	757,260
City Manager	14,442,360	13,740,210	15,690,540	1,950,330	16,004,070
Buildings & Inspections	7,413,880	6,936,950	7,605,330	668,380	8,105,410
Citizen Complaint and Internal Audit	839,240	851,460	867,700	16,240	879,800
City Planning	667,390	636,530	591,930	(44,600)	621,510
Community & Economic Development	3,580,720	5,758,690	6,863,240	1,104,550	6,396,730
Economic Inclusion	433,800	789,500	1,173,010	383,510	1,179,740
Enterprise Technology Solutions	5,198,820	4,476,000	4,281,020	(194,980)	4,328,780
Finance	7,148,540	6,566,440	6,755,190	188,750	6,875,370
Fire	95,153,810	92,657,380	98,917,770	6,260,390	101,311,800
Health	19,713,840	18,666,300	17,028,870	(1,637,430)	16,165,690
Human Resources	1,911,330	1,780,800	1,792,760	11,960	1,893,030
Law	5,999,490	5,628,020	6,158,120	530,100	6,369,240
Parks	7,295,820	8,329,400	9,212,930	883,530	9,256,290
Police	125,168,450	126,098,640	132,931,210	6,832,570	135,455,610
Public Services	18,399,930	18,402,640	18,885,620	482,980	19,100,060
Recreation	16,100,160	15,593,990	15,496,460	(97,530)	16,076,680
Transportation & Engineering	3,130,510	3,355,570	3,609,230	253,660	3,678,050
Department Total	335,905,940	333,710,730	351,506,490	17,795,760	357,372,700
Non-Departmental Benefits	9,756,890	8,544,230	8,225,020	(319,210)	8,727,940
Non-Departmental Accounts	14,340,070	13,513,680	13,704,650	190,970	14,083,970
Reserve for Contingencies	375,000	750,590	700,000	(50,590)	1,281,000
Non-Departmental Budgets Total	24,471,960	22,808,500	22,629,670	(178,830)	24,092,910
Grand Total	360,377,900	356,519,230	374,136,160	17,616,930	381,465,610

Restricted Funds Operating Budget



Restricted Funds Operating Budget

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change 2015 Budget to 2016	FY 2017 Recommended
Principal Restricted Funds					
Water Works	136,571,110	138,433,700	145,760,360	7,326,660	148,307,180
Parking System Facilities	8,416,020	12,506,700	13,150,080	643,380	12,486,280
Convention Center	7,942,490	8,022,100	8,746,090	723,990	8,868,580
General Aviation	1,842,130	1,815,420	1,867,520	52,100	1,910,260
Municipal Golf	6,996,020	6,428,630	6,311,800	(116,830)	5,900,000
Stormwater Management	10,057,950	10,204,660	10,204,320	(340)	9,691,730
Bond Retirement	113,179,780	98,340,320	93,390,390	(4,949,930)	94,445,280
Street Construction Maintenance & Repair	9,816,110	9,717,320	10,048,980	331,660	10,309,030
Income Tax-Infrastructure	17,245,760	16,179,580	17,224,810	1,045,230	17,960,330
Community Dev Block Grant	2,950,780	3,225,370	3,331,150	105,780	3,664,140
Municipal Motor Vehicle License Tax	2,697,630	2,674,480	2,736,370	61,890	2,807,100
Sawyer Point	1,117,110	1,129,790	1,145,850	16,060	1,166,150
Recreation Special Activities	3,826,400	4,182,750	4,454,560	271,810	4,049,380
Health Services	5,731,430	6,520,300	8,333,770	1,813,470	8,523,950
Metropolitan Sewer District	227,241,600	231,306,950	242,517,970	11,211,020	247,364,810
Income Tax Transit	49,539,660	50,480,130	51,508,010	1,027,880	52,532,510
Principal Restricted Total	605,171,980	601,168,200	620,732,030	19,563,830	629,986,710
Other Restricted Funds	33,362,050	32,864,580	39,232,470	6,367,890	39,673,060
Grand Total	638,534,030	634,032,780	659,964,500	25,931,720	669,659,770



Other Restricted Funds Operating Budget by Fund

Other Restricted Funds Operating Budget by Fund

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
314 - Special Events	75,000	75,000	76,430	1,430	77,880
317 - Urban Dev Property Operations	319,100	329,670	335,930	6,260	342,310
319 - Contributions For Recreation	204,130	234,780	239,740	4,960	244,250
320 - Crosley Field Trust	0	0	0	0	110
324 - Recreation Fed Grant Project	446,290	456,590	466,530	9,940	475,050
326 - Park Donations/Spec Activities	698,260	427,090	440,760	13,670	448,590
327 - W.M. Ampt Free Concerts	15,000	15,000	15,290	290	15,580
328 - Groesbeck Endowments	15,000	15,000	15,290	290	15,580
330 - Park Lodge/ Pavilion Deposits	433,090	318,460	323,690	5,230	332,100
332 - Krohn Conservatory	649,360	521,510	689,920	168,410	697,480
333 - Krohn Conservatory Trustee	40,000	40,000	40,760	760	41,530
336 - Telecommunications Services	0	45,000	0	(45,000)	0
349 - Urban Renewal Debt Retirement	620,070	599,830	645,480	45,650	661,560
350 - Public Health Research	1,770,190	1,690,770	1,680,990	(9,780)	1,702,500
353 - Home Health Services	4,060,800	5,104,160	7,045,160	1,941,000	7,257,850
354 - Household Sewage Treatment System Fees	34,380	46,000	47,110	1,110	48,400
360 - Blue Ash Property Operation	7,500	7,500	7,640	140	7,790
363 - Solid Waste Disposal Control	90,050	88,220	90,070	1,850	91,190
364 - 911 Cell Phone Fees	2,489,870	3,301,410	3,015,100	(286,310)	2,900,520
367 - Criminal Actv Forfeiture Fed	5,000	100	71,250	71,150	0
369 - Criminal Actv Forfeiture State	506,200	70,000	150,000	80,000	0
370 - Drug Offender Fines Forfeiture	279,700	100,050	212,380	112,330	100,000
372 - DUI Enforcement	22,500	5,500	30,000	24,500	0
378 - Sexually Transmitted Diseases	73,690	2,320	0	(2,320)	0
379 - Std/HIV Prevention Training	60	30	100	70	100
380 - Lead Poisoning Control	80,370	0	0	0	0
381 - Cincinnati Abatement Project	1,406,040	1,107,910	1,131,300	23,390	1,156,130
391 - Women & Infants Food Grnt Prog	3,254,740	2,954,330	3,379,610	425,280	3,474,340
394 - State Health Program Income	78,550	114,270	149,360	35,090	150,420
412 - Food Service License Fees	1,139,700	1,062,670	1,095,580	32,910	1,124,560
413 - Swimming Pool License Fees	89,170	79,650	82,340	2,690	83,740
415 - Immunization Action Plan	296,960	300,790	278,050	(22,740)	280,920
418 - Federal Health Program Income	1,759,250	2,114,200	4,069,000	1,954,800	4,141,800
420 - Public Employee Assistance Pro	477,660	462,050	456,880	(5,170)	461,680
425 - Heart Health In Ham County	141,690	106,100	143,390	37,290	149,640
444 - Armlerder Projects	0	39,310	0	(39,310)	0
446 - Health Network	415,780	410,670	1,912,030	1,501,360	1,979,180
448 - Health Care For The Homeless	127,540	120,270	82,800	(37,470)	83,800
449 - Cinti Area Geographic Info Sys	4,033,990	3,823,980	4,050,250	226,270	4,229,480
454 - Metropolitan Medical Response - Grant Funds	93,870	0	0	0	0
457 - CLEAR	4,628,750	4,271,820	4,335,240	63,420	4,429,770
631 - Buildings Code Sales	6,480	6,690	6,820	130	6,950
749 - Retirement	35,220	39,920	11,270	(28,650)	18,200
791 - Sidewalk Assessments	49,930	(770)	0	770	0



Other Restricted Funds Operating Budget by Fund

Other Restricted Funds Operating Budget by Fund

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
792 - Forestry Assessments	1,838,650	1,884,410	1,940,800	56,390	1,945,800
793 - Blem Assessment	552,470	472,320	468,130	(4,190)	496,280
	33,362,050	32,864,580	39,232,470	6,367,890	39,673,060



Non-Departmental Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Non-Departmental Benefits					
Prior Year Pension Obligations	7,449,770	8,082,760	4,114,590	(3,968,170)	4,919,690
Public Employee Assistance Program	414,220	425,090	425,090	0	838,270
Workers Compensation	5,148,960	2,574,450	5,487,200	2,912,750	5,412,400
Police and Firefighters Insurance	300,000	300,000	245,250	(54,750)	244,750
Unemployment Compensation	520,000	520,000	300,000	(220,000)	293,700
Lump Sum Payments	600,000	600,000	600,000	0	589,500
City Council Staff Benefits	0	0	0	0	0
Non-Departmental Benefits Total	14,432,950	12,502,300	11,172,130	(1,330,170)	12,298,310
General Fund Overhead	7,750,050	7,750,050	7,885,590	135,540	8,047,360
Non-Departmental Accounts					
Audit and Examiner's Fees	405,720	305,720	355,830	50,110	355,830
Hamco Treasurer & Auditor Fees	600,000	600,000	550,000	(50,000)	550,000
County Clerk Fees	350,000	350,000	350,000	0	350,000
Election Expense	525,000	110,000	112,090	2,090	150,000
Judgments Against the City	900,000	900,000	900,000	0	900,000
Enterprise Software and Licenses	2,966,970	2,914,980	2,954,080	39,100	3,152,510
Memberships & Lobbyists	213,400	213,400	217,460	4,060	217,030
HUD Section 108 Debt Service	509,090	748,340	775,000	26,660	775,000
Mayor's Office Obligations	80,000	113,300	113,260	(40)	115,000
Manager's Office Obligations	100,000	100,000	146,520	46,520	146,110
Downtown Spec Improve District	112,000	112,000	90,000	(22,000)	90,000
ETS Information Infrastructure Security	0	220,000	224,190	4,190	228,430
Cincinnati Public Schools	5,000,000	5,000,000	5,000,000	0	5,000,000
Cincinnati Music Hall	100,000	100,000	100,000	0	100,000
Port Authority of Greater Cincinnati	592,700	700,000	700,000	0	700,000
Property Investment Reim. Agreements	2,500,000	2,100,000	2,221,240	121,240	2,363,430
Non-Departmental Accounts Total	14,954,880	14,587,740	14,809,670	221,930	15,193,340
Reserve for Contingencies	675,000	1,050,590	1,000,000	(50,590)	1,581,000
Total	37,812,880	35,890,680	34,867,390	(1,023,290)	37,120,010



Bond Retirement

This fund is utilized to pay the debt service on general obligation bonds and notes issued to raise capital improvement funding. The primary source of revenue for the fund is a portion of the property tax (over and above the operating budget millage).

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	30,691,100	32,380,930	32,380,930	31,922,710	(458,220)	31,533,670
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	21,267,760	21,537,090	21,537,090	21,910,070	372,990	22,120,790
Revenue from Other Agencies	9,058,640	7,938,590	7,938,590	7,814,910	(123,680)	7,796,580
Charges for Services	0	0	0	0	0	0
Miscellaneous	78,667,290	35,000,000	35,000,000	35,000,000	0	35,000,000
Revenue Subtotal	139,684,790	96,856,610	96,856,610	96,647,690	(208,910)	96,451,040
Prior Year Cancellations	0	0	1,390	0	0	0
Transfers In	34,311,410	1,672,000	34,629,690	35,333,650	33,661,650	33,643,820
Subtotal	34,311,410	1,672,000	34,631,080	35,333,650	33,661,650	33,643,820
Total Revenues/Resources	173,996,200	98,528,610	131,487,690	131,981,340	33,452,740	130,094,860
Expenditures/Uses						
Personnel Services	170,970	274,590	274,590	286,050	11,460	292,350
Employee Benefits	89,140	96,340	96,340	97,250	910	107,020
Other Expenses	1,629,980	2,194,390	2,194,390	2,232,090	37,700	2,270,910
Properties	0	0	0	0	0	0
Debt Service	125,510,310	95,775,000	95,775,000	90,775,000	(5,000,000)	91,775,000
Expenditures Subtotal	127,400,400	98,340,320	98,340,320	93,390,390	(4,949,930)	94,445,280
Transfers Out	31,176,610	0	33,957,690	33,961,650	33,961,650	31,971,820
Subtotal	31,176,610	0	33,957,690	33,961,650	33,961,650	31,971,820
Total Expenditures/Uses	158,577,010	98,340,320	132,298,010	127,352,040	29,011,720	126,417,100
Net Increase (Decrease) in Fund Balance	15,419,190	188,290	(810,320)	4,629,300	4,441,020	3,677,760
FY Beginning Balance	46,796,190	62,215,380	62,215,380	61,405,060	(810,320)	66,034,360
FY Ending Balance	62,215,380	62,403,670	61,405,060	66,034,360	3,630,690	69,712,120



Convention Center

This fund receives the fees charged for the use of the privately-managed Duke Energy Convention Center and revenue from a portion of the Transient Occupancy Tax to pay for its operation, utilities, maintenance, and capital improvements.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	1,623,210	1,200,000	1,200,000	1,200,000	0	1,200,000
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	136,740	172,800	172,800	188,100	15,300	197,900
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	5,902,810	6,016,550	6,016,550	6,222,160	205,610	6,210,140
Miscellaneous	727,730	401,190	401,190	370,000	(31,190)	390,000
Revenue Subtotal	8,390,490	7,790,540	7,790,540	7,980,260	189,720	7,998,040
Prior Year Cancellations	101,820	0	97,760	0	0	0
Transfers In	93,700	0	0	0	0	0
Subtotal	195,520	0	97,760	0	0	0
Total Revenues/Resources	8,586,010	7,790,540	7,888,300	7,980,260	189,720	7,998,040
Expenditures/Uses						
Personnel Services	50,870	61,210	61,210	61,210	0	62,130
Employee Benefits	26,230	31,450	31,450	31,450	0	31,990
Other Expenses	7,420,170	7,860,640	7,860,640	8,584,630	723,990	8,705,660
Properties	0	0	0	0	0	0
Debt Service	58,990	68,800	68,800	68,800	0	68,800
Expenditures Subtotal	7,556,260	8,022,100	8,022,100	8,746,090	723,990	8,868,580
Transfers Out	979,000	230,000	230,000	230,000	0	230,000
Subtotal	979,000	230,000	230,000	230,000	0	230,000
Total Expenditures/Uses	8,535,260	8,252,100	8,252,100	8,976,090	723,990	9,098,580
Net Increase (Decrease) in Fund Balance	50,750	(461,560)	(363,800)	(995,830)	(534,270)	(1,100,540)
FY Beginning Balance	2,381,090	2,431,840	2,431,840	2,068,040	(363,800)	1,072,210
FY Ending Balance	2,431,840	1,970,280	2,068,040	1,072,210	(898,070)	(28,330)



General Aviation

This fund accounts for revenues from hangar rental and other fees at Lunken Airport. Expenditures from this fund support maintenance and general operation of the municipally-owned Lunken Airport.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	26,320	25,000	25,000	25,000	0	25,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	2,050,640	2,025,000	2,025,000	2,025,000	0	2,025,000
Miscellaneous	210,000	0	0	0	0	0
Revenue Subtotal	2,286,960	2,050,000	2,050,000	2,050,000	0	2,050,000
Prior Year Cancellations	39,690	0	16,700	0	0	0
Transfers In	1,350	0	0	0	0	0
Subtotal	41,040	0	16,700	0	0	0
Total Revenues/Resources	2,328,000	2,050,000	2,066,700	2,050,000	0	2,050,000
Expenditures/Uses						
Personnel Services	677,660	710,270	710,270	725,260	14,990	734,230
Employee Benefits	268,580	273,040	273,040	283,500	10,460	304,590
Other Expenses	659,100	652,350	652,350	679,000	26,650	691,680
Properties	5,200	115,710	115,710	115,010	(700)	77,210
Debt Service	65,360	64,050	64,050	64,750	700	102,550
Expenditures Subtotal	1,675,900	1,815,420	1,815,420	1,867,520	52,100	1,910,260
Transfers Out	602,600	629,100	629,100	642,300	13,200	656,400
Subtotal	602,600	629,100	629,100	642,300	13,200	656,400
Total Expenditures/Uses	2,278,500	2,444,520	2,444,520	2,509,820	65,300	2,566,660
Net Increase (Decrease) in Fund Balance	49,500	(394,520)	(377,820)	(459,820)	(65,300)	(516,660)
FY Beginning Balance	2,523,710	2,573,210	2,573,210	2,195,390	(377,820)	1,735,570
FY Ending Balance	2,573,210	2,178,690	2,195,390	1,735,570	(443,120)	1,218,910



Health Services

This fund receives revenue from Medicare, Medicaid, and third parties for services by the City's health clinics to qualifying patients. This fund supports a policy of wellness and preventative health maintenance to serve the health needs of citizens.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	5,785,240	6,768,950	6,768,950	8,333,000	1,564,050	8,709,200
Miscellaneous	90	0	0	0	0	0
Revenue Subtotal	5,785,330	6,768,950	6,768,950	8,333,000	1,564,050	8,709,200
Prior Year Cancellations	27,740	0	146,380	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	27,740	0	146,380	0	0	0
Total Revenues/Resources	5,813,070	6,768,950	6,915,330	8,333,000	1,564,050	8,709,200
Expenditures/Uses						
Personnel Services	2,273,430	2,688,860	2,688,860	3,293,470	604,610	3,331,120
Employee Benefits	1,212,660	1,028,630	1,028,630	1,390,410	361,780	1,486,080
Other Expenses	2,083,240	2,802,810	2,802,810	3,649,890	847,080	3,706,750
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	5,569,330	6,520,300	6,520,300	8,333,770	1,813,470	8,523,950
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	5,569,330	6,520,300	6,520,300	8,333,770	1,813,470	8,523,950
Net Increase (Decrease) in Fund Balance	243,740	248,650	395,030	(770)	(249,420)	185,250
FY Beginning Balance	631,300	875,040	875,040	1,270,070	395,030	1,269,300
FY Ending Balance	875,040	1,123,690	1,270,070	1,269,300	145,610	1,454,550



Income Tax Transit

This fund accumulates the proceeds of the 0.3% of the Income Tax established for City transit needs and transportation-related functions. The City contracts with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	48,712,780	49,919,370	49,919,370	51,754,830	1,835,460	52,993,540
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	47,650	60,000	60,000	60,000	0	60,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	1,640	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	48,762,070	49,979,370	49,979,370	51,814,830	1,835,460	53,053,540
Prior Year Cancellations	24,190	0	170	0	0	0
Transfers In	740	0	0	0	0	0
Subtotal	24,930	0	170	0	0	0
Total Revenues/Resources	48,787,000	49,979,370	49,979,540	51,814,830	1,835,460	53,053,540
Expenditures/Uses						
Personnel Services	27,110	73,650	73,650	82,190	8,540	83,080
Employee Benefits	6,450	20,350	20,350	17,550	(2,800)	18,820
Other Expenses	49,364,110	50,386,130	50,386,130	51,408,270	1,022,140	52,430,610
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	49,397,670	50,480,130	50,480,130	51,508,010	1,027,880	52,532,510
Transfers Out	100,000	100,000	100,000	100,000	0	100,000
Subtotal	100,000	100,000	100,000	100,000	0	100,000
Total Expenditures/Uses	49,497,670	50,580,130	50,580,130	51,608,010	1,027,880	52,632,510
Net Increase (Decrease) in Fund Balance	(710,670)	(600,760)	(600,590)	206,820	807,580	421,030
FY Beginning Balance	6,713,190	6,002,520	6,002,520	5,401,930	(600,590)	5,608,750
FY Ending Balance	6,002,520	5,401,760	5,401,930	5,608,750	206,990	6,029,780



Income Tax-Infrastructure

This fund accounts for receipts from the 0.1% increase in the Income Tax approved by voters in 1988 and for expenses for repair, upkeep, and improvements of the City's infrastructure. The City must spend a minimum amount for yearly infrastructure needs.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	16,237,590	16,639,790	16,639,790	17,251,610	611,820	17,664,510
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	19,360	0	0	0	0	0
Charges for Services	235,120	0	0	0	0	0
Miscellaneous	111,280	0	0	0	0	0
Revenue Subtotal	16,603,350	16,639,790	16,639,790	17,251,610	611,820	17,664,510
Prior Year Cancellations	141,780	0	50,660	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	141,780	0	50,660	0	0	0
Total Revenues/Resources	16,745,130	16,639,790	16,690,450	17,251,610	611,820	17,664,510
Expenditures/Uses						
Personnel Services	7,997,690	8,195,640	8,195,640	8,390,260	194,620	8,479,670
Employee Benefits	4,358,390	3,382,830	3,382,830	3,266,620	(116,210)	3,674,550
Other Expenses	4,750,850	4,589,070	4,589,070	5,427,400	838,330	5,599,810
Properties	8,290	12,040	12,040	12,040	0	12,040
Debt Service	0	0	0	128,490	128,490	194,260
Expenditures Subtotal	17,115,220	16,179,580	16,179,580	17,224,810	1,045,230	17,960,330
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	17,115,220	16,179,580	16,179,580	17,224,810	1,045,230	17,960,330
Net Increase (Decrease) in Fund Balance	(370,090)	460,210	510,870	26,800	(433,410)	(295,820)
FY Beginning Balance	7,697,620	7,327,530	7,327,530	7,838,400	510,870	7,865,200
FY Ending Balance	7,327,530	7,787,740	7,838,400	7,865,200	77,460	7,569,380



Metropolitan Sewer District

This fund supports the management and operation of the Metropolitan Sewer District (MSD). MSD is run by the City on behalf of Hamilton County. User fees charged to customers fund operating expenses and capital improvements.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	32,340	0	40,000	40,000	40,000	40,000
Courts & Use of Money & Property	1,150,650	998,990	958,990	958,990	(40,000)	958,990
Revenue from Other Agencies	184,860	0	0	0	0	0
Charges for Services	265,137,250	276,853,230	275,903,500	289,698,680	12,845,450	304,183,610
Miscellaneous	3,554,730	2,681,040	2,681,040	2,681,040	0	2,681,040
Revenue Subtotal	270,059,830	280,533,260	279,583,530	293,378,710	12,845,450	307,863,640
Prior Year Cancellations	0	0	0	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Revenues/Resources	270,059,830	280,533,260	279,583,530	293,378,710	12,845,450	307,863,640
Expenditures/Uses						
Personnel Services	31,930,730	31,156,660	31,156,660	38,018,500	6,861,840	38,740,890
Employee Benefits	13,275,960	12,771,630	12,771,630	14,816,150	2,044,520	15,137,300
Other Expenses	58,832,150	66,222,060	66,222,060	72,852,280	6,630,220	74,236,460
Properties	4,264,520	7,156,600	7,156,600	5,604,250	(1,552,350)	5,710,730
Debt Service	96,535,610	114,000,000	114,000,000	111,226,790	(2,773,210)	113,539,430
Expenditures Subtotal	204,838,970	231,306,950	231,306,950	242,517,970	11,211,020	247,364,810
Transfers Out	24,000,000	60,000,000	60,000,000	60,000,000	0	60,000,000
Subtotal	24,000,000	60,000,000	60,000,000	60,000,000	0	60,000,000
Total Expenditures/Uses	228,838,970	291,306,950	291,306,950	302,517,970	11,211,020	307,364,810
Net Increase (Decrease) in Fund Balance	41,220,860	(10,773,690)	(11,723,420)	(9,139,260)	1,634,430	498,830
FY Beginning Balance	79,393,290	119,178,390	120,614,150	108,890,730	(10,287,660)	99,751,470
FY Ending Balance	120,614,150	108,404,700	108,890,730	99,751,470	(8,653,230)	100,250,300



Municipal Golf

This fund supports the operation and maintenance of the City's privately managed golf courses, using receipts from fees charged for the use of golf courses, driving ranges, golf carts, and concessions purchased by golf patrons.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	9,180	12,000	12,000	12,000	0	12,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	5,379,370	5,888,000	5,888,000	5,888,000	0	5,888,000
Miscellaneous	1,070	0	0	0	0	0
Revenue Subtotal	5,389,620	5,900,000	5,900,000	5,900,000	0	5,900,000
Prior Year Cancellations	229,890	0	23,330	0	0	0
Transfers In	100	0	0	0	0	0
Subtotal	229,990	0	23,330	0	0	0
Total Revenues/Resources	5,619,610	5,900,000	5,923,330	5,900,000	0	5,900,000
Expenditures/Uses						
Personnel Services	184,450	288,550	288,550	273,280	(15,270)	277,090
Employee Benefits	77,190	93,850	93,850	92,540	(1,310)	102,110
Other Expenses	5,112,190	5,695,840	5,695,840	5,610,330	(85,510)	5,185,150
Properties	0	0	0	0	0	0
Debt Service	354,640	350,390	350,390	335,650	(14,740)	335,650
Expenditures Subtotal	5,728,470	6,428,630	6,428,630	6,311,800	(116,830)	5,900,000
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	5,728,470	6,428,630	6,428,630	6,311,800	(116,830)	5,900,000
Net Increase (Decrease) in Fund Balance	(108,860)	(528,630)	(505,300)	(411,800)	116,830	0
FY Beginning Balance	1,025,960	917,100	917,100	411,800	(505,300)	0
FY Ending Balance	917,100	388,470	411,800	0	(388,470)	0



Municipal Motor Vehicle License Tax

This fund accounts for the receipts from the Motor Vehicle License Tax levied by the City and 50% of the receipts from the tax levied by Hamilton County. Fund expenditures are dedicated to repair, upkeep, and improvements to the City's right-of-way.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	2,523,900	2,535,000	2,535,000	2,535,000	0	2,535,000
Charges for Services	9,370	0	0	0	0	0
Miscellaneous	24,440	0	0	0	0	0
Revenue Subtotal	2,557,710	2,535,000	2,535,000	2,535,000	0	2,535,000
Prior Year Cancellations	147,840	0	26,250	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	147,840	0	26,250	0	0	0
Total Revenues/Resources	2,705,550	2,535,000	2,561,250	2,535,000	0	2,535,000
Expenditures/Uses						
Personnel Services	1,540,860	1,248,880	1,248,880	1,256,190	7,310	1,262,910
Employee Benefits	589,850	586,600	586,600	521,390	(65,210)	553,080
Other Expenses	832,300	839,000	839,000	934,140	95,140	953,090
Properties	0	0	0	0	0	0
Debt Service	0	0	0	24,650	24,650	38,020
Expenditures Subtotal	2,963,010	2,674,480	2,674,480	2,736,370	61,890	2,807,100
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	2,963,010	2,674,480	2,674,480	2,736,370	61,890	2,807,100
Net Increase (Decrease) in Fund Balance	(257,460)	(139,480)	(113,230)	(201,370)	(61,890)	(272,100)
FY Beginning Balance	974,770	717,310	717,310	604,080	(113,230)	402,710
FY Ending Balance	717,310	577,830	604,080	402,710	(175,120)	130,610



Parking System Facilities

This fund supports the operations of and improvements to the City's public garages, parking lots, and meters. The Parking System operates as a system whereby the more profitable garages and parking lots support those in less profitable locations.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	90,620	60,500	60,500	79,600	19,100	53,700
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	12,512,500	12,600,750	12,600,750	11,538,080	(1,062,670)	10,098,080
Miscellaneous	340	0	0	0	0	0
Revenue Subtotal	12,603,460	12,661,250	12,661,250	11,617,680	(1,043,570)	10,151,780
Prior Year Cancellations	29,020	0	69,250	0	0	0
Transfers In	965,020	0	0	0	0	0
Subtotal	994,040	0	69,250	0	0	0
Total Revenues/Resources	13,597,500	12,661,250	12,730,500	11,617,680	(1,043,570)	10,151,780
Expenditures/Uses						
Personnel Services	1,337,990	1,629,780	1,629,780	1,876,030	246,250	1,898,650
Employee Benefits	801,900	788,900	788,900	863,260	74,360	918,330
Other Expenses	5,618,100	8,091,200	8,091,200	8,259,830	168,630	7,513,130
Properties	225,000	0	0	0	0	0
Debt Service	469,360	1,996,820	1,996,820	2,150,960	154,140	2,156,170
Expenditures Subtotal	8,452,350	12,506,700	12,506,700	13,150,080	643,380	12,486,280
Transfers Out	5,842,780	100,000	100,000	100,000	0	100,000
Subtotal	5,842,780	100,000	100,000	100,000	0	100,000
Total Expenditures/Uses	14,295,130	12,606,700	12,606,700	13,250,080	643,380	12,586,280
Net Increase (Decrease) in Fund Balance	(697,630)	54,550	123,800	(1,632,400)	(1,686,950)	(2,434,500)
FY Beginning Balance	9,142,640	8,445,010	8,445,010	8,568,810	123,800	6,936,410
FY Ending Balance	8,445,010	8,499,560	8,568,810	6,936,410	(1,563,150)	4,501,910



Recreation Special Activities

This fund accounts for the receipts and operating expenditures of recreation facility rentals, day camps, swimming pools, the Schmidt boat ramp, concessions, and recreation center contract classes.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	81,750	99,500	99,500	95,500	(4,000)	95,500
Revenue from Other Agencies	95,200	70,000	70,000	100,000	30,000	100,000
Charges for Services	3,240,540	3,164,500	3,164,500	3,496,500	332,000	3,496,500
Miscellaneous	9,110	1,000	1,000	8,000	7,000	8,000
Revenue Subtotal	3,426,600	3,335,000	3,335,000	3,700,000	365,000	3,700,000
Prior Year Cancellations	19,110	0	39,210	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	19,110	0	39,210	0	0	0
Total Revenues/Resources	3,445,710	3,335,000	3,374,210	3,700,000	365,000	3,700,000
Expenditures/Uses						
Personnel Services	1,755,540	2,555,610	2,555,610	2,786,290	230,680	2,545,610
Employee Benefits	179,060	294,550	294,550	423,410	128,860	253,500
Other Expenses	1,068,230	1,319,430	1,319,430	1,231,700	(87,730)	1,237,110
Properties	0	13,160	13,160	13,160	0	13,160
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	3,002,830	4,182,750	4,182,750	4,454,560	271,810	4,049,380
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	3,002,830	4,182,750	4,182,750	4,454,560	271,810	4,049,380
Net Increase (Decrease) in Fund Balance	442,880	(847,750)	(808,540)	(754,560)	93,190	(349,380)
FY Beginning Balance	2,282,210	2,725,090	2,725,090	1,916,550	(808,540)	1,161,990
FY Ending Balance	2,725,090	1,877,340	1,916,550	1,161,990	(715,350)	812,610



Sawyer Point

The revenue from this fund is generated from waterfront fee-based programs, waterfront special activities and events, concession commissions, and parking fees.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	28,150	23,380	23,380	23,380	0	23,380
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	926,450	701,620	701,620	701,620	0	701,620
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	954,600	725,000	725,000	725,000	0	725,000
Prior Year Cancellations	10	0	2,330	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	10	0	2,330	0	0	0
Total Revenues/Resources	954,610	725,000	727,330	725,000	0	725,000
Expenditures/Uses						
Personnel Services	304,100	448,010	448,010	431,110	(16,900)	434,670
Employee Benefits	117,170	166,130	166,130	168,660	2,530	171,920
Other Expenses	401,380	515,650	515,650	546,080	30,430	559,560
Properties	150,000	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Expenditures Subtotal	972,650	1,129,790	1,129,790	1,145,850	16,060	1,166,150
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	972,650	1,129,790	1,129,790	1,145,850	16,060	1,166,150
Net Increase (Decrease) in Fund Balance	(18,040)	(404,790)	(402,460)	(420,850)	(16,060)	(441,150)
FY Beginning Balance	1,716,960	1,698,920	1,698,920	1,296,460	(402,460)	875,610
FY Ending Balance	1,698,920	1,294,130	1,296,460	875,610	(418,520)	434,460



Stormwater Management

This fund supports the operations, maintenance and capital improvements for the City's Stormwater mitigation efforts. Revenues are generated by a user fee determined by property area and land use based on an intensity of development factor formula.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	86,330	60,540	60,540	64,300	3,760	64,900
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	11,194,590	10,387,120	10,387,120	11,500,000	1,112,880	11,600,000
Miscellaneous	0	0	0	0	0	0
Revenue Subtotal	11,280,920	10,447,660	10,447,660	11,564,300	1,116,640	11,664,900
Prior Year Cancellations	111,010	0	146,440	0	0	0
Transfers In	740,450	0	0	0	0	0
Subtotal	851,460	0	146,440	0	0	0
Total Revenues/Resources	12,132,380	10,447,660	10,594,100	11,564,300	1,116,640	11,664,900
Expenditures/Uses						
Personnel Services	1,577,510	1,907,810	1,907,810	1,845,980	(61,830)	1,872,620
Employee Benefits	700,020	949,850	949,850	937,160	(12,690)	981,450
Other Expenses	5,979,450	6,536,510	6,536,510	6,623,420	86,910	6,719,320
Properties	81,830	110,000	110,000	110,000	0	110,000
Debt Service	719,690	700,490	700,490	687,760	(12,730)	8,340
Expenditures Subtotal	9,058,500	10,204,660	10,204,660	10,204,320	(340)	9,691,730
Transfers Out	1,261,000	1,400,000	1,400,000	1,725,000	325,000	700,000
Subtotal	1,261,000	1,400,000	1,400,000	1,725,000	325,000	700,000
Total Expenditures/Uses	10,319,500	11,604,660	11,604,660	11,929,320	324,660	10,391,730
Net Increase (Decrease) in Fund Balance	1,812,880	(1,157,000)	(1,010,560)	(365,020)	791,980	1,273,170
FY Beginning Balance	6,709,920	8,522,800	8,522,800	7,512,240	(1,010,560)	7,147,220
FY Ending Balance	8,522,800	7,365,800	7,512,240	7,147,220	(218,580)	8,420,390



Street Construction Maintenance & Repair

This fund is used by the City to supplement the maintenance and repair of the City's street system and traffic control devices. The funds are received from the State of Ohio from the motor vehicle license tax and gasoline taxes.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	9,359,060	9,448,480	9,448,480	9,292,920	(155,560)	9,292,920
Charges for Services	195,070	0	0	140,820	140,820	140,820
Miscellaneous	17,370	0	0	0	0	0
Revenue Subtotal	9,571,500	9,448,480	9,448,480	9,433,740	(14,740)	9,433,740
Prior Year Cancellations	398,960	0	70,910	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	398,960	0	70,910	0	0	0
Total Revenues/Resources	9,970,460	9,448,480	9,519,390	9,433,740	(14,740)	9,433,740
Expenditures/Uses						
Personnel Services	4,612,060	4,823,150	4,823,150	4,890,770	67,620	4,936,160
Employee Benefits	2,458,890	2,079,960	2,079,960	1,993,810	(86,150)	2,158,510
Other Expenses	3,401,880	2,795,820	2,795,820	3,087,410	291,590	3,119,130
Properties	12,840	18,390	18,390	18,390	0	18,390
Debt Service	0	0	0	58,600	58,600	76,840
Expenditures Subtotal	10,485,670	9,717,320	9,717,320	10,048,980	331,660	10,309,030
Transfers Out	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0
Total Expenditures/Uses	10,485,670	9,717,320	9,717,320	10,048,980	331,660	10,309,030
Net Increase (Decrease) in Fund Balance	(515,210)	(268,840)	(197,930)	(615,240)	(346,400)	(875,290)
FY Beginning Balance	2,308,900	1,793,690	1,793,690	1,595,760	(197,930)	980,520
FY Ending Balance	1,793,690	1,524,850	1,595,760	980,520	(544,330)	105,230



Water Works

This fund supports the operations, capital improvements, repairs, and debt service expenditures of the Greater Cincinnati Water Works (GCWW). The City owns and operates the entire system, which is funded mainly by water user fees paid by GCWW customers.

	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Revenue/Resources						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	904,460	498,560	498,560	642,700	144,140	649,100
Revenue from Other Agencies	385,310	552,430	552,430	300,000	(252,430)	300,000
Charges for Services	140,389,900	140,764,130	144,452,130	142,174,700	1,410,570	143,494,700
Miscellaneous	342,990	1,452,360	1,452,360	1,382,600	(69,760)	1,556,200
Revenue Subtotal	142,022,660	143,267,480	146,955,480	144,500,000	1,232,520	146,000,000
Prior Year Cancellations	4,755,550	0	1,830,350	0	0	0
Transfers In	0	0	0	0	0	0
Subtotal	4,755,550	0	1,830,350	0	0	0
Total Revenues/Resources	146,778,210	143,267,480	148,785,830	144,500,000	1,232,520	146,000,000
Expenditures/Uses						
Personnel Services	27,351,970	30,808,910	30,808,910	32,735,340	1,926,430	33,257,260
Employee Benefits	13,162,210	11,827,410	11,827,410	12,425,340	597,930	13,739,760
Other Expenses	35,860,940	41,278,040	41,278,040	44,304,290	3,026,250	44,887,100
Properties	964,070	1,034,280	1,034,280	1,053,930	19,650	1,053,930
Debt Service	46,118,980	53,485,060	53,485,060	55,241,460	1,756,400	55,369,130
Expenditures Subtotal	123,458,170	138,433,700	138,433,700	145,760,360	7,326,660	148,307,180
Transfers Out	12,651,600	5,727,410	5,727,410	7,078,400	1,350,990	6,855,200
Subtotal	12,651,600	5,727,410	5,727,410	7,078,400	1,350,990	6,855,200
Total Expenditures/Uses	136,109,770	144,161,110	144,161,110	152,838,760	8,677,650	155,162,380
Net Increase (Decrease) in Fund Balance	10,668,440	(893,630)	4,624,720	(8,338,760)	(7,445,130)	(9,162,380)
FY Beginning Balance	55,070,680	65,739,120	65,739,120	70,363,840	4,624,720	62,025,080
FY Ending Balance	65,739,120	64,845,490	70,363,840	62,025,080	(2,820,410)	52,862,700



Departmental Budgets

This section of the City Manager's Recommended FY 2016-2017 Biennial Operating Budget Contains the individual City department budgets.

All Funds Operating Budget Summary by Program report begins this section. The report presents the City departments' program budgets and includes a breakdown between the General Fund and Other Funds that support the programs budget. It also includes a staffing plan for the program.

Department Budgets

Each Departmental Budget is separated by a tab. The layout of the Departmental Budget sheets is described below.

Mission Statement: The mission of the department is provided.

Organizational Chart: This chart depicts how the department is organized.

Departmental Budget Summary: This section provides a departmental total Operating Budget table that includes the Approved FY 2014 Budget, the Approved FY 2015 Budget, the Recommended FY 2016 Budget, change from the Approved FY 2015 Budget to the Recommended FY 2016 Budget, and the Recommended FY 2107. The expenditure budget is summarized in the following categories:

Operating Budget

Personnel Services – includes salary-related expenditures such as regular hours, sick, vacation, overtime, and other pay.

Employee Benefits – includes fringe benefits such as pension contribution, health care, Medicare, dental, and vision insurances.

Other Expenses – includes purchased goods and services such as contractual services, travel, materials and supplies, tools, rent, insurance (i.e. liability, worker's compensation), payment to other governmental entities, etc.

Properties – includes furniture, equipment and other assets where individual or collective values do not warrant inclusion in the Capital Budget.

Debt Services – principal, interest and other expenditures related to debt.



Operating Total is provided for each of the years followed by an “Internal Service Funds” row for operations serving other funds or departments within a government on a cost-reimbursed basis. The table then provides a sum Total for the operating budget.

Where applicable, Consolidated Plan Projects are included as a reference. The Consolidated Plan Budget is appropriated on a calendar year basis and City Council approved this budget for calendar year 2015 on October 29, 2014. Appendix A provides a summary of the Consolidated Plan.

Program Revenues attributed to the department’s roles and responsibilities are provided.

Total Full-time Equivalent Positions assigned to the department are provided in the last row of the budget summary table.

Department Programs

Following the Departmental Budget Summary page, a numeric list of one or more programs included in the respective department’s budget is provided.

Program Summaries: Each of the program summaries will include the Program name and a Description.

Program Budget Summary: Like the Departmental Budget Summary, the Program Budget Summary includes the Approved FY 2014 Budget, the Approved FY 2015 Budget, the Recommended FY 2016 Budget, change from the Approved FY 2015 Budget to the Recommended FY 2016 Budget, and the Recommended FY 2107. The expenditures are summarized by the major expenditures described previously. In addition, the Operating Total, Internal Service Funds, Consolidated Plan Projects, Program Revenue and Total Full-time Equivalent Positions related to the program are included.

Adjustments to Costs to Maintain Current Budget: This section reflects any changes that have been made that are required to maintain current services, such as inflation. Each change to the budget, whether an increase (positive number) or a decrease (negative number), is reflected along with the FTE related to the change, and a brief description of the change.

On-going (or One-time) Significant Program Changes: This section reflects any changes above or below the budget. Changes may either be an increase or a decrease to the prior-year’s budget. This section includes the amount of the budget change, any FTE-related change, the fund name(s) impacted by the change, as well as a brief description of the change.



All Funds Operating Budget Summary by Program

All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
City Council	City Councilmembers	2,161,300	0	2,161,300	27.00	0.00	27.00
Office of the Mayor	Office of the Mayor	733,840	0	733,840	9.00	0.00	9.00
Clerk of Council	Clerk of Council	750,420	0	750,420	5.84	0.00	5.84
City Manager	Retirement Division	0	0	0	0.00	10.00	10.00
	Emergency Communications	8,063,680	2,983,200	11,046,880	131.00	0.00	131.00
	Office of the City Manager	1,468,410	0	1,468,410	12.00	0.00	12.00
	Office of Communications	723,570	76,430	800,000	5.50	0.00	5.50
	Office of Budget and Evaluation	1,055,740	206,430	1,262,170	12.00	0.00	12.00
	Office of Environment and Sustainability	3,236,720	188,600	3,425,320	5.00	2.00	7.00
	CIRV Administration	748,060	0	748,060	0.00	0.00	0.00
	Office of Performance and Data Analytics	394,360	0	394,360	3.00	0.00	3.00
	Total	15,690,540	3,454,660	19,145,200	168.50	12.00	180.50
Buildings & Inspections	Building Administration	921,360	6,820	928,180	7.00	0.00	7.00
	Customer Services	718,770	0	718,770	10.00	0.00	10.00
	Plan Examination	762,580	0	762,580	8.00	0.00	8.00
	Building Construction Inspections	1,806,060	67,500	1,873,560	22.00	0.00	22.00
	Plumbing Inspections	458,770	0	458,770	7.00	0.00	7.00
	Elevator Inspection	595,390	0	595,390	7.00	0.00	7.00
	Property Maintenance Code Enforcement	1,884,570	0	1,884,570	33.50	0.00	33.50
	Zoning Plan Review	457,830	0	457,830	5.00	0.00	5.00
	Total	7,605,330	74,320	7,679,650	99.50	0.00	99.50
Citizen Complaint and Internal Audit	Investigations, Research, and Evaluation	208,860	0	208,860	2.00	0.00	2.00
	Administration	300,020	0	300,020	3.00	0.00	3.00
	Internal Audit	358,820	0	358,820	4.00	0.00	4.00
	Total	867,700	0	867,700	9.00	0.00	9.00
City Planning	Land Use	364,740	342,530	707,270	4.00	4.00	8.00
	Historic Conservation	0	0	0	0.00	0.00	0.00
	City Planning Administration	227,190	58,370	285,560	2.00	0.00	2.00
	Total	591,930	400,900	992,830	6.00	4.00	10.00
Community & Economic Development	Human Services	3,095,200	0	3,095,200	0.00	0.00	0.00
	Major/Special Projects Division	1,009,650	(9,740)	999,910	6.00	1.00	7.00
	Fiscal & Operations Division	294,330	475,130	769,460	2.00	9.00	11.00
	Oversight Monitoring Division	181,750	397,080	578,830	1.60	5.40	7.00
	Housing Division	595,840	550,610	1,146,450	1.00	13.00	14.00
	Director/Administration	820,350	86,130	906,480	5.00	1.00	6.00
	Economic Development Division	866,120	489,360	1,355,480	9.00	2.00	11.00
	Total	6,863,240	1,988,570	8,851,810	24.60	31.40	56.00
Enterprise Services	Duke Energy Convention Center	0	8,446,020	8,446,020	0.00	0.00	0.00
	On-Street Parking	0	4,320,780	4,320,780	0.00	27.50	27.50
	Off-Street Parking	0	7,752,040	7,752,040	0.00	9.80	9.80
	Parking Business Services	0	594,000	594,000	0.00	3.00	3.00



All Funds Operating Budget Summary by Program

All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Total	0	21,112,840	21,112,840	0.00	40.30	40.30
Economic Inclusion	Contract Compliance	282,890	358,830	641,720	3.00	2.00	5.00
	Economic Inclusion	890,120	0	890,120	7.00	0.00	7.00
	Total	1,173,010	358,830	1,531,840	10.00	2.00	12.00
Enterprise Technology Solutions	ETS Administration	360,430	0	360,430	3.00	0.00	3.00
	CLEAR Operations	0	4,206,260	4,206,260	0.00	13.00	13.00
	CAGIS Consortium Operations	0	4,693,400	4,693,400	0.00	18.00	18.00
	CIT-E Operations	2,456,260	131,860	2,588,120	26.55	0.80	27.35
	CTS Operations	1,464,330	2,136,310	3,600,640	18.00	4.00	22.00
	Total	4,281,020	11,167,830	15,448,850	47.55	35.80	83.35
Finance	Administration	356,010	108,790	464,800	2.36	0.64	3.00
	Financial Reporting and Monitoring	1,150,430	953,050	2,103,480	11.50	5.50	17.00
	Payroll Preparation	161,300	0	161,300	2.00	0.00	2.00
	Debt Management	0	93,321,720	93,321,720	0.00	3.00	3.00
	Treasury Operations	959,930	166,090	1,126,020	8.42	0.58	9.00
	Risk Management	149,850	1,897,060	2,046,910	0.00	13.75	13.75
	Income Tax	3,085,890	0	3,085,890	31.00	0.00	31.00
	Procurement	891,780	114,000	1,005,780	10.00	1.00	11.00
	Printing and Stores	0	2,192,430	2,192,430	0.00	6.00	6.00
	Total	6,755,190	98,753,140	105,508,330	65.28	30.47	95.75
Fire	Financial Management and Planning	956,660	0	956,660	9.00	0.00	9.00
	Support Services	2,379,870	0	2,379,870	17.00	0.00	17.00
	Prevention and Community Education	2,657,010	0	2,657,010	21.00	0.00	21.00
	Human Resources	1,473,640	0	1,473,640	11.00	0.00	11.00
	Response	91,450,590	0	91,450,590	833.00	0.00	833.00
	Total	98,917,770	0	98,917,770	891.00	0.00	891.00
Health	Health Administration	4,569,800	1,050,090	5,619,890	44.00	8.00	52.00
	Health Centers	6,769,560	14,393,360	21,162,920	68.85	112.85	181.70
	Community Health and Environmental Services	3,241,220	2,978,220	6,219,440	47.00	26.47	73.47
	Maternal and Infant Health	1,198,560	5,081,140	6,279,700	14.00	59.03	73.03
	School & Adolescent Health	1,249,730	6,014,940	7,264,670	15.20	73.30	88.50
	Total	17,028,870	29,517,750	46,546,620	189.05	279.65	468.70
Human Resources	Workforce Management	663,990	281,530	945,520	9.11	2.99	12.10
	Employee Services	488,960	0	488,960	4.00	0.00	4.00
	Shared Services	352,430	0	352,430	4.00	0.00	4.00
	Administration	287,380	0	287,380	2.00	0.00	2.00
	Total	1,792,760	281,530	2,074,290	19.11	2.99	22.10
Law	Administration	587,150	110,000	697,150	4.00	0.00	4.00
	Civil Litigation	1,032,350	45,000	1,077,350	13.00	0.00	13.00
	Administrative Hearings	374,350	0	374,350	4.00	0.00	4.00
	Community Prosecution	100,710	0	100,710	1.00	0.00	1.00
	Economic and Community Development	680,450	153,750	834,200	8.00	2.00	10.00
	General Counsel	1,003,380	0	1,003,380	9.00	0.00	9.00
	Labor and Employment	563,200	0	563,200	4.00	0.00	4.00



All Funds Operating Budget Summary by Program

All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Prosecution	1,816,530	0	1,816,530	22.00	0.00	22.00
	Property Management and Real Estate	0	454,670	454,670	0.00	6.00	6.00
	Total	6,158,120	763,420	6,921,540	65.00	8.00	73.00
Parks	Director's Office	222,150	0	222,150	2.00	0.00	2.00
	Operations & Facility Management	6,576,820	4,183,710	10,760,530	127.15	50.60	177.75
	Urban Forestry	0	1,887,030	1,887,030	0.00	8.50	8.50
	Planning & Design	3,500	0	3,500	6.50	0.00	6.50
	Financial & Business Services	1,231,840	174,020	1,405,860	8.00	2.00	10.00
	Krohn Conservatory	290,310	768,810	1,059,120	7.50	7.00	14.50
	Explore Nature	469,430	185,240	654,670	11.90	3.30	15.20
	Facility Maintenance	152,270	0	152,270	7.00	0.00	7.00
	Customer Service	266,610	197,540	464,150	3.00	0.00	3.00
	Total	9,212,930	7,396,350	16,609,280	173.05	71.40	244.45
Police	Neighborhood Policing	87,949,510	312,380	88,261,890	690.73	0.00	690.73
	Special Operations	8,241,860	0	8,241,860	84.00	0.00	84.00
	Special Investigations	14,780,930	0	14,780,930	156.00	0.00	156.00
	Operations Support	8,413,190	0	8,413,190	145.00	0.00	145.00
	Personnel Training and Support	4,898,170	151,250	5,049,420	72.00	0.00	72.00
	Technology Support	2,768,330	0	2,768,330	25.00	0.00	25.00
	General Administration and Support	5,879,220	0	5,879,220	47.00	0.00	47.00
	Total	132,931,210	463,630	133,394,840	1,219.73	0.00	1,219.73
Public Services	Fleet Services	136,110	17,474,290	17,610,400	2.00	68.00	70.00
	Winter Maintenance	1,185,990	53,290	1,239,280	0.00	0.00	0.00
	Director's Office	940,570	190,730	1,131,300	9.00	1.00	10.00
	Special Operations	746,960	468,540	1,215,500	3.00	6.00	9.00
	Traffic Control, Pavement & Structure Maint.	0	11,645,040	11,645,040	0.00	153.00	153.00
	Residential Collections	11,627,110	51,770	11,678,880	115.00	0.00	115.00
	Right of Way Maintenance	1,610,780	4,442,900	6,053,680	15.00	42.00	57.00
	Property Management	2,638,100	3,204,810	5,842,910	1.00	28.00	29.00
	Total	18,885,620	37,531,370	56,416,990	145.00	298.00	443.00
Recreation	Support Services	1,504,090	539,820	2,043,910	28.72	3.72	32.44
	West Region Community Center Operations	2,748,300	761,930	3,510,230	40.61	30.72	71.33
	East Region Community Center Operations	2,079,170	1,049,600	3,128,770	30.13	38.89	69.02
	Central Region Community Center Operations	2,652,890	974,680	3,627,570	41.25	34.70	75.95
	Therapeutic Recreation	734,880	127,930	862,810	14.60	1.00	15.60
	Seniors	297,420	323,230	620,650	3.44	7.66	11.10
	Maintenance	3,851,080	965,400	4,816,480	64.35	4.00	68.35
	Golf	0	6,109,250	6,109,250	0.00	2.00	2.00
	Athletics	374,690	658,320	1,033,010	3.62	6.89	10.51
	Aquatics	1,253,940	650,740	1,904,680	54.20	4.67	58.87
	Total	15,496,460	12,160,900	27,657,360	280.92	134.25	415.17
Sewers	Office of the Director/Administration	0	23,693,920	23,693,920	0.00	79.00	79.00



All Funds Operating Budget Summary by Program

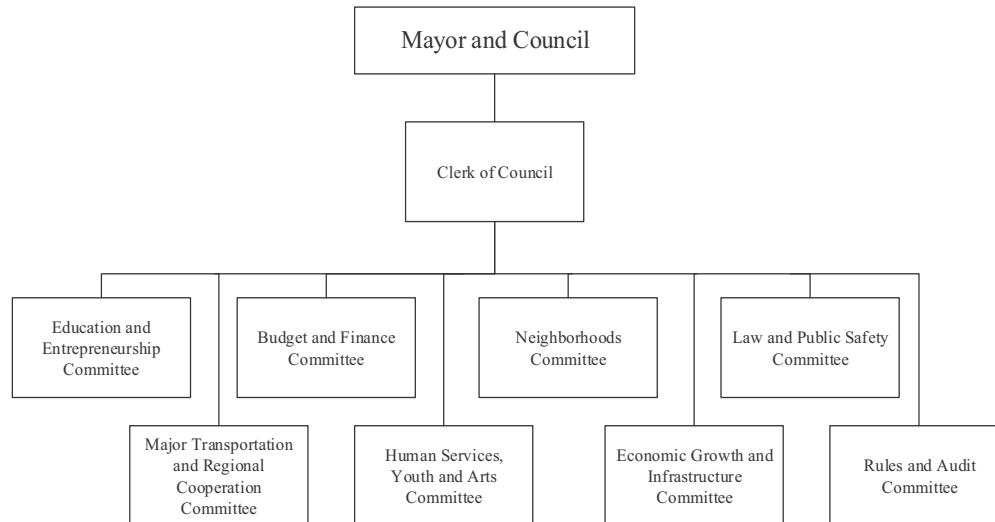
All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Wastewater Engineering	0	121,126,700	121,126,700	0.00	145.00	145.00
	Information Technology	0	6,203,820	6,203,820	0.00	24.00	24.00
	Wastewater Treatment	0	47,446,430	47,446,430	0.00	249.00	249.00
	Wastewater Collection	0	22,139,890	22,139,890	0.00	156.00	156.00
	Industrial Waste	0	6,900,680	6,900,680	0.00	61.00	61.00
	Sewer Backup Response Program	0	11,257,260	11,257,260	0.00	3.00	3.00
	Total	0	238,768,700	238,768,700	0.00	717.00	717.00
Stormwater Management	Stormwater - Admin. & Financial Management	0	902,720	902,720	0.00	3.00	3.00
	Stormwater - Engineering	0	2,663,100	2,663,100	0.00	10.00	10.00
	Stormwater - Operations & Maintenance	0	3,983,820	3,983,820	0.00	10.73	10.73
	Total	0	7,549,640	7,549,640	0.00	23.73	23.73
Transportation & Engineering	Director's Office	696,880	709,880	1,406,760	9.00	7.00	16.00
	Transportation Planning and Urban Design	47,460	373,120	420,580	1.00	14.75	15.75
	Engineering	288,590	2,299,570	2,588,160	9.00	92.65	101.65
	Traffic Engineering	2,576,300	2,370,230	4,946,530	1.00	26.00	27.00
	General Aviation	0	1,798,780	1,798,780	0.00	13.00	13.00
	Total	3,609,230	7,551,580	11,160,810	20.00	153.40	173.40
Water Works	Departmental Support Services	0	69,685,440	69,685,440	0.00	95.00	95.00
	Commercial Services	0	10,817,980	10,817,980	0.00	70.29	70.29
	Supply	0	26,220,420	26,220,420	0.00	145.96	145.96
	Distribution	0	19,680,310	19,680,310	0.00	170.00	170.00
	Water Quality Science & Treatment	0	9,772,670	9,772,670	0.00	45.00	45.00
	Engineering	0	6,064,060	6,064,060	0.00	94.00	94.00
	Total	0	142,240,880	142,240,880	0.00	620.25	620.25



City Council

The mission of the City Council is to effectively conduct all legislative functions of the City of Cincinnati. All legislative powers of the City are vested in the City Council subject to terms of the City Charter and terms of the Constitution of the State of Ohio.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,414,410	1,420,890	1,631,120	210,230	1,620,470
Employee Benefits	572,170	575,840	481,360	(94,480)	504,300
Other Expenses	43,020	46,530	48,820	2,290	49,630
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,029,600	2,043,260	2,161,300	118,040	2,174,400
Internal Service Funds	0	0	0	0	0
Total	2,029,600	2,043,260	2,161,300	118,040	2,174,400
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00



Department Programs

1. City Councilmembers

Program Summaries

Program 1: City Councilmembers

Description: City Council's committees enable citizens to be heard on matters of particular interest to them at scheduled meetings and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,414,410	1,420,890	1,631,120	210,230	1,620,470
Employee Benefits	572,170	575,840	481,360	(94,480)	504,300
Other Expenses	43,020	46,530	48,820	2,290	49,630
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,029,600	2,043,260	2,161,300	118,040	2,174,400
Internal Service Funds	0	0	0	0	0
Total	2,029,600	2,043,260	2,161,300	118,040	2,174,400
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00

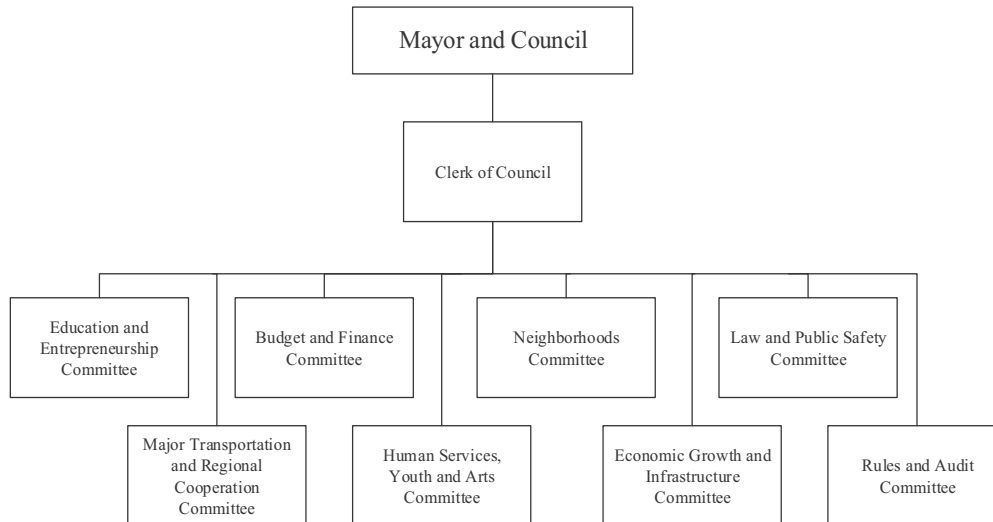
Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
118,040	0.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in personnel costs. There is no change in FTE.



Office of the Mayor

The mission of the Mayor's Office is to serve the citizens of Cincinnati by providing the highest quality constituency service and by proposing and implementing programs that improve the quality of life for people and neighborhoods.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	398,510	521,380	581,530	60,150	578,190
Employee Benefits	102,710	114,660	133,130	18,470	148,280
Other Expenses	29,340	19,160	19,180	20	16,710
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	530,560	655,200	733,840	78,640	743,180
Internal Service Funds	0	0	0	0	0
Total	530,560	655,200	733,840	78,640	743,180
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	9.00	9.00	0.00	9.00

Departmental Budgets

Office of the Mayor



Department Programs

1. Office of the Mayor

Program Summaries

Program 1: Office of the Mayor

Description: The Mayor presides at the City Council meetings and is responsible for conducting the business of the City Council in an orderly and efficient manner. The Mayor appoints the Vice-Mayor and Council Committee Chairs.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	398,510	521,380	581,530	60,150	578,190
Employee Benefits	102,710	114,660	133,130	18,470	148,280
Other Expenses	29,340	19,160	19,180	20	16,710
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	530,560	655,200	733,840	78,640	743,180
Internal Service Funds	0	0	0	0	0
Total	530,560	655,200	733,840	78,640	743,180
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	9.00	9.00	0.00	9.00

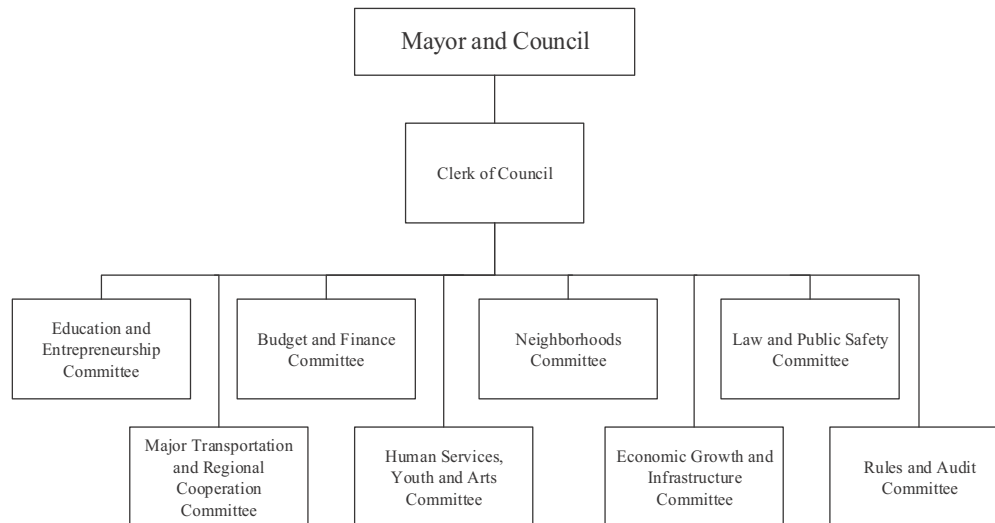
Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
78,640	0.00 All Funds	This program reflects an all funds increase, which is due to a citywide net increase in personnel and benefits costs. There is no change in FTE.



Clerk of Council

The mission of the Clerk of Council is effective custodianship and safeguarding of all official records and documents of the City Council.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	331,380	375,730	380,160	4,430	375,160
Employee Benefits	160,890	106,810	109,210	2,400	116,700
Other Expenses	255,420	261,210	261,050	(160)	265,400
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	747,690	743,750	750,420	6,670	757,260
Internal Service Funds	0	0	0	0	0
Total	747,690	743,750	750,420	6,670	757,260
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	5.84	(1.16)	5.84

Departmental Budgets

Clerk of Council



Department Programs

1. Clerk of Council

Program Summaries

Program 1: Clerk of Council

Description: The Clerk of Council prepares the agenda for each committee and the calendar for the weekly session of City Council. The weekly City Bulletin is the official publication of the City containing ordinances, resolutions, motions, and various legal notices.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	331,380	375,730	380,160	4,430	375,160
Employee Benefits	160,890	106,810	109,210	2,400	116,700
Other Expenses	255,420	261,210	261,050	(160)	265,400
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	747,690	743,750	750,420	6,670	757,260
Internal Service Funds	0	0	0	0	0
Total	747,690	743,750	750,420	6,670	757,260
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	5.84	(1.16)	5.84

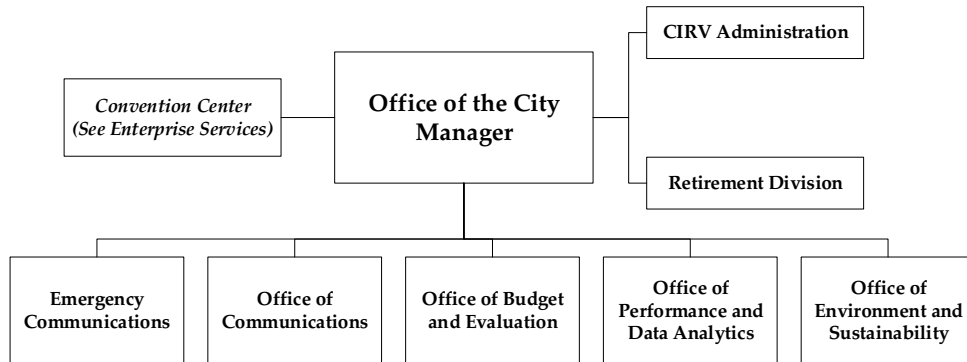
Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
6,670	(1.16) All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel and benefit costs. The FTE in FY 2016 and FY 2017 accurately reflects the FTE allocation.



City Manager

The mission of the City Manager's Office is to provide and maintain essential City services through the efficient and effective management and operation of the City.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	8,595,300	9,460,370	10,402,370	942,000	10,471,060
Employee Benefits	3,834,890	3,064,540	3,375,250	310,710	3,562,820
Other Expenses	4,721,900	4,815,120	5,178,980	363,860	5,124,190
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	17,152,090	17,340,030	18,956,600	1,616,570	19,158,070
Internal Service Funds	191,060	181,700	188,600	6,900	196,270
Total	17,343,150	17,521,730	19,145,200	1,623,470	19,354,340
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	4,800,000	4,685,000	4,710,000	25,000	4,710,000
Total Full-time Equivalent Positions	170.75	175.50	180.50	5.00	180.50



Department Programs

1. Retirement Division
2. Emergency Communications
3. Office of the City Manager
4. Office of Communications
5. Office of Budget and Evaluation
6. Office of Environment and Sustainability
7. CIRV Administration
8. Office of Performance and Data Analytics

Program Summaries

Program 1: Retirement Division

Description: The Cincinnati Retirement Division is governed by a Board of Trustees. The Manager implements policies and manages daily operations. The Cincinnati Retirement System is funded by employee and employer contributions, and investment gains from assets.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	0	0	0	0	0
Total	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.75	10.00	10.00	0.00	10.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	The Operating Budget for the Retirement Division program is developed separately from that of the rest of the City organization and is subject to the approval of the Retirement Board. Only the FTE of the Division are reflected here.



Program 2: Emergency Communications

Description: The Emergency Communications Center's responsibilities focus on public safety by directly supporting the mission of emergency responders, including law enforcement, fire, and emergency medical services.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	6,484,750	7,180,210	7,645,520	465,310	7,648,860
Employee Benefits	3,046,780	2,475,970	2,645,280	169,310	2,747,910
Other Expenses	795,180	676,430	756,080	79,650	769,210
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	10,326,710	10,332,610	11,046,880	714,270	11,165,980
Internal Service Funds	0	0	0	0	0
Total	10,326,710	10,332,610	11,046,880	714,270	11,165,980
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,500,000	1,400,000	1,400,000	0	1,400,000
Total Full-time Equivalent Positions	130.00	130.00	131.00	1.00	131.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
714,270	1.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide increase in personnel costs. The increase in FTE is attributable to an increased need for information technology related services.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(254,810)	0.00	0	0.00	General Fund	This represents an increase in reimbursements from the 911 Cell Phone Fees Fund.
254,810	0.00	0	0.00	911 Cell Phone Fees	

Departmental Budgets

City Manager



Program 3: Office of the City Manager

Description: Chief Executive Officer providing overall leadership and top-level management of City operations.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	808,970	896,810	992,440	95,630	1,002,930
Employee Benefits	287,040	149,120	192,990	43,870	214,610
Other Expenses	72,650	105,140	282,980	177,840	104,640
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,168,660	1,151,070	1,468,410	317,340	1,322,180
Internal Service Funds	0	0	0	0	0
Total	1,168,660	1,151,070	1,468,410	317,340	1,322,180
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	12.00	12.00	0.00	12.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
111,510	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel and benefit costs.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
25,840	0.00	27,130	0.00	General Fund	This represents an increase for the salary of a new Assistant City Manager.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
180,000	0.00	0	0.00	General Fund	This represents an increase to fund a study regarding shared services between the City of Cincinnati and Hamilton County.



Program 4: Office of Communications

Description: The Office of Communications provides resources for disseminating strategic communications that are delivered professionally through multi-media outlets such as the news media, internet, Citicable, and community presentations.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	296,040	283,740	351,230	67,490	349,880
Employee Benefits	128,380	116,250	112,150	(4,100)	122,620
Other Expenses	225,180	321,800	336,620	14,820	340,680
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	649,600	721,790	800,000	78,210	813,180
Internal Service Funds	0	0	0	0	0
Total	649,600	721,790	800,000	78,210	813,180
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,800,000	2,800,000	2,800,000	0	2,800,000
Total Full-time Equivalent Positions	5.00	5.50	5.50	0.00	5.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
78,210	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the funding of a position that was held vacant for most of FY 2015 and inflationary increase to non-personnel expenses.

Departmental Budgets

City Manager



Program 5: Office of Budget and Evaluation

Description: The Office of Budget and Evaluation is responsible for budget development, budget monitoring, policy research, assisting in performance management, and the general administration of the U.S. Department of Housing and Urban Development funded programs.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	772,520	851,680	838,100	(13,580)	855,400
Employee Benefits	284,740	249,560	230,240	(19,320)	249,610
Other Expenses	102,290	156,920	193,830	36,910	197,670
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,159,550	1,258,160	1,262,170	4,010	1,302,680
Internal Service Funds	0	0	0	0	0
Total	1,159,550	1,258,160	1,262,170	4,010	1,302,680
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	12.00	12.00	12.00	0.00	12.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
37,160	0.00	All Funds	This program reflects an all funds increase which is primarily due to a small increase in expert service expenses, offset by personnel savings due to vacancies.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(33,160)	0.00	0	0.00	General Fund	This represents a reduction in personnel costs due to expected vacancies.



Program 6: Office of Environment and Sustainability

Description: The Office of Environment and Sustainability is responsible for brownfield remediation, property evaluation, site-specific investigation, cleanup/redevelopment of City property, Title X enforcement, energy management, and evaluating cut and fill permits.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	224,110	221,450	319,260	97,810	356,890
Employee Benefits	83,860	61,480	116,470	54,990	142,220
Other Expenses	2,959,600	2,994,560	2,800,990	(193,570)	2,903,780
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,267,570	3,277,490	3,236,720	(40,770)	3,402,890
Internal Service Funds	191,060	181,700	188,600	6,900	196,270
Total	3,458,630	3,459,190	3,425,320	(33,870)	3,599,160
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	500,000	485,000	510,000	25,000	510,000
Total Full-time Equivalent Positions	5.00	6.00	7.00	1.00	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
61,340	1.00	All Funds	This program reflects an all funds increase, due to the restoration of one-time personnel adjustments from FY 2015, which are offset by efficiencies in non-personnel spending.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(46,250)	0.00	0	0.00	General Fund	This represents a decrease to personnel costs due to position vacancy allowance.
(15,310)	0.00	0	0.00	General Fund	This represents a reduction in the contract with the Greater Cincinnati Energy Alliance
(3,300)	0.00	0	0.00	General Fund	This represents a reduction in the contract with the Civic Garden Center
(3,000)	0.00	0	0.00	General Fund	This represents a reduction to personnel costs due to voluntary vacation purchases.
(34,250)	0.00	0	0.00	General Fund	This represents a reduction to replacement recycling carts, temporary labor, and database costs.

Departmental Budgets

City Manager



Program 7: CIRV Administration

Description: This program provides administrative oversight to the Cincinnati Initiative to Reduce Violence (CIRV) program, which works to reduce the frequency of gang/group-related street violence.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	8,910	26,480	20,280	(6,200)	22,830
Employee Benefits	4,090	12,160	9,000	(3,160)	10,670
Other Expenses	567,000	560,270	718,780	158,510	721,290
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	580,000	598,910	748,060	149,150	754,790
Internal Service Funds	0	0	0	0	0
Total	580,000	598,910	748,060	149,150	754,790
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(850)	0.00	All Funds	This program reflects no significant change to maintain services.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
150,000	0.00	150,000	0.00	General Fund	This represents an increase to CIRV funding



Program 8: Office of Performance and Data Analytics

Description: The Office of Performance and Data Analytics is responsible for the CincyStat program, maintaining performance agreements with City departments, and measuring data on program performance.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	0	0	235,540	235,540	234,270
Employee Benefits	0	0	69,120	69,120	75,180
Other Expenses	0	0	89,700	89,700	86,920
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	394,360	394,360	396,370
Internal Service Funds	0	0	0	0	0
Total	0	0	394,360	394,360	396,370
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	3.00	3.00	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
394,360	3.00	All Funds	This program reflects its creation as a new division for FY 2016.

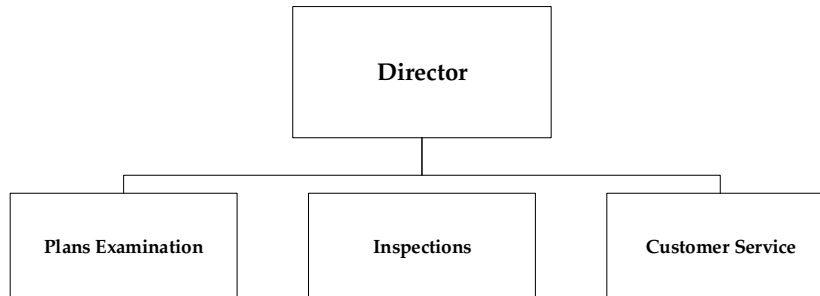


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Buildings & Inspections

The mission of the Department of Buildings and Inspections is to ensure excellent customer service delivery, administer the life and fire safety standards in our building stock, conserve the rich architectural history of Cincinnati, and foster sustainable and environmentally sensitive developments.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	4,529,390	4,716,510	5,190,900	474,390	5,242,400
Employee Benefits	2,301,960	1,618,610	1,779,970	161,360	2,222,670
Other Expenses	585,070	606,170	638,640	32,470	646,120
Properties	0	0	0	0	0
Debt Service	71,440	69,850	70,140	290	68,670
Operating Total	7,487,860	7,011,140	7,679,650	668,510	8,179,860
Internal Service Funds	0	0	0	0	0
Total	7,487,860	7,011,140	7,679,650	668,510	8,179,860
Consolidated Plan Projects	1,645,000	1,667,980	1,667,980	0	1,667,980
Program Revenue	6,075,000	6,498,000	7,363,000	865,000	7,363,000
Total Full-time Equivalent Positions	92.50	91.50	99.50	8.00	99.50

Departmental Budgets

Buildings & Inspections



Department Programs

1. Building Administration
2. Customer Services
3. Plan Examination
4. Building Construction Inspections
5. Plumbing Inspections
6. Elevator Inspection
7. Property Maintenance Code Enforcement
8. Zoning Plan Review

Program Summaries

Program 1: Building Administration

Description: This program includes all leadership and administrative staff for the Buildings Division of the department.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	299,310	308,300	512,150	203,850	510,130
Employee Benefits	81,920	69,540	135,680	66,140	146,710
Other Expenses	204,850	196,670	210,210	13,540	212,340
Properties	0	0	0	0	0
Debt Service	71,440	69,850	70,140	290	68,670
Operating Total	657,520	644,360	928,180	283,820	937,850
Internal Service Funds	0	0	0	0	0
Total	657,520	644,360	928,180	283,820	937,850
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	7.00	3.00	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(36,040)	0.00	All Funds	Compared to the Continuation Budget, this program reflects an all funds decrease, which is primarily due to reductions in various non-personnel expenses.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
244,240	2.00	254,380	2.00	General Fund	This increase represents the addition of a Buildings Director position and a Senior Administrative Specialist position.
14,500	0.00	14,500	0.00	General Fund	This increase represents the addition of miscellaneous non-personnel costs including utilities relating to the transfer of the Code Enforcement program from the Community Development Department to the Buildings Department.



On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
61,110	1.00	61,550	1.00	General Fund	This increase represents the addition of a Clerk Typist 3 to the Zoning Plans Examination program.

Departmental Budgets

Buildings & Inspections



Program 2: Customer Services

Description: This program manages permit issuance and customer service for the Permit Center.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	528,250	480,070	488,200	8,130	486,800
Employee Benefits	256,600	166,930	175,410	8,480	187,550
Other Expenses	36,220	65,410	55,160	(10,250)	55,740
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	821,070	712,410	718,770	6,360	730,090
Internal Service Funds	0	0	0	0	0
Total	821,070	712,410	718,770	6,360	730,090
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,700,000	1,860,000	1,705,000	(155,000)	1,705,000
Total Full-time Equivalent Positions	11.00	10.00	10.00	0.00	10.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
6,360	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel costs.



Program 3: Plan Examination

Description: This program reviews applications, plans, and specifications for residential and commercial buildings to ensure code compliance.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	591,120	587,570	565,380	(22,190)	564,230
Employee Benefits	212,870	179,400	175,320	(4,080)	187,780
Other Expenses	22,620	20,950	21,880	930	22,290
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	826,610	787,920	762,580	(25,340)	774,300
Internal Service Funds	0	0	0	0	0
Total	826,610	787,920	762,580	(25,340)	774,300
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00	8.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(25,340)	0.00	All Funds	The program reflects an all funds decrease, which is primarily due to the effects of employee turnover resulting in hiring new employees at lower salary rates.

Departmental Budgets

Buildings & Inspections



Program 4: Building Construction Inspections

Description: This program performs all new construction inspections, including HVAC and mechanical.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,321,420	1,363,410	1,291,390	(72,020)	1,327,420
Employee Benefits	658,440	518,860	475,660	(43,200)	538,330
Other Expenses	104,670	107,730	106,510	(1,220)	108,260
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,084,530	1,990,000	1,873,560	(116,440)	1,974,010
Internal Service Funds	0	0	0	0	0
Total	2,084,530	1,990,000	1,873,560	(116,440)	1,974,010
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	3,190,000	3,470,000	4,465,000	995,000	4,465,000
Total Full-time Equivalent Positions	23.00	23.00	22.00	(1.00)	22.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(20,980)	(1.00)	All Funds	The program reflects an all funds decrease, which is primarily due to the transfer of 1.0 FTE (inspector position) to the Elevator Inspections program.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(95,460)	0.00	0	0.00	General Fund	This reduction represents an increase in position vacancy allowance.



Program 5: Plumbing Inspections

Description: This program performs all new construction plumbing inspections.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	291,090	326,010	306,090	(19,920)	301,100
Employee Benefits	157,900	97,600	122,710	25,110	127,050
Other Expenses	35,380	32,890	29,970	(2,920)	30,580
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	484,370	456,500	458,770	2,270	458,730
Internal Service Funds	0	0	0	0	0
Total	484,370	456,500	458,770	2,270	458,730
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	560,000	543,000	543,000	0	543,000
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
2,270	0.00	All Funds	This program reflects a minor all funds increase, which is primarily due to a changes in personnel-related expenditures.

Departmental Budgets

Buildings & Inspections



Program 6: Elevator Inspection

Description: This program provides for the inspection of all elevators, escalators, and other assorted equipment within the City of Cincinnati.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	350,330	355,630	413,990	58,360	408,620
Employee Benefits	165,730	130,200	151,490	21,290	157,880
Other Expenses	30,290	27,560	29,910	2,350	30,450
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	546,350	513,390	595,390	82,000	596,950
Internal Service Funds	0	0	0	0	0
Total	546,350	513,390	595,390	82,000	596,950
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	625,000	625,000	650,000	25,000	650,000
Total Full-time Equivalent Positions	6.00	6.00	7.00	1.00	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
82,000	1.00 All Funds	This program reflects an all funds increase, which primarily due to the transfer of 1.0 FTE (inspector position) from the Building Inspections program.



Program 7: Property Maintenance Code Enforcement

Description: This program addresses citizen complaints of sub-standard housing conditions, illegal use zoning violations, and blight/code violations through inspections of existing occupied or vacant commercial and residential buildings and premises.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,147,870	1,295,520	1,300,230	4,710	1,330,370
Employee Benefits	768,500	456,080	426,840	(29,240)	748,800
Other Expenses	151,040	154,960	157,500	2,540	160,030
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,067,410	1,906,560	1,884,570	(21,990)	2,239,200
Internal Service Funds	0	0	0	0	0
Total	2,067,410	1,906,560	1,884,570	(21,990)	2,239,200
Consolidated Plan Projects	1,645,000	1,667,980	1,667,980	0	1,667,980
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	33.50	33.50	33.50	0.00	33.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
37,010	0.00	All Funds	The Property Maintenance Code Enforcement program is transferred from the Department of Community and Economic Development to the Buildings Department in FY 2016. When compared to the Continuation Budget, this program reflects an all funds increase, due to a citywide net increase in personnel and benefit costs.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(59,000)	0.00	0	0.00	General Fund	The department anticipates decreased expenditures in FY 2016 as a result of improved efficiencies.

Departmental Budgets

Buildings & Inspections



Program 8: Zoning Plan Review

Description: This program reviews residential and commercial plans for zoning code compliance.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	0	0	313,470	313,470	313,730
Employee Benefits	0	0	116,860	116,860	128,570
Other Expenses	0	0	27,500	27,500	26,430
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	457,830	457,830	468,730
Internal Service Funds	0	0	0	0	0
Total	0	0	457,830	457,830	468,730
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	5.00	5.00	5.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
104,960	1.00	All Funds	The Zoning Plan Examination program is a new Buildings Department program.

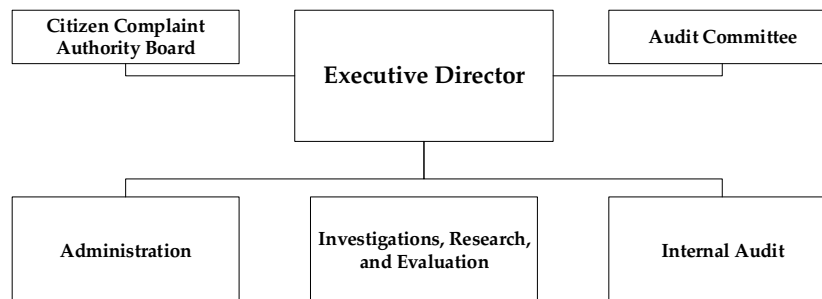
On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
215,510	3.00	225,480	3.00	General Fund	This increase represents the addition of three (3) Zoning Plans Examiner positions to the Zoning Plans Examination program.
107,870	1.00	109,920	1.00	General Fund	The increase represents the addition of a Zoning Administrator to the Zoning Plans Examination program.
29,500	0.00	29,000	0.00	General Fund	This increase represents the addition of miscellaneous non-personnel costs for the Zoning Plans Examination program.



Citizen Complaint and Internal Audit

The mission of the Department of Citizen Complaint Authority is to investigate serious interventions by police officers, including but not limited to, allegations of discharging of firearms, death in custody, use of excessive force, improper pointing of firearms, improper search and seizures, and to resolve all citizen complaints in a fair and efficient manner.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	567,960	624,710	605,720	(18,990)	611,200
Employee Benefits	215,840	193,120	203,870	10,750	224,330
Other Expenses	55,440	33,630	58,110	24,480	44,270
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	839,240	851,460	867,700	16,240	879,800
Internal Service Funds	0	0	0	0	0
Total	839,240	851,460	867,700	16,240	879,800
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00	9.00

Departmental Budgets

Citizen Complaint and Internal Audit



Department Programs

1. Investigations, Research, and Evaluation
2. Administration
3. Internal Audit

Program Summaries

Program 1: Investigations, Research, and Evaluation

Description: To provide the community with an investigation that is clear, concise, focused, and understandable.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	106,400	128,430	122,900	(5,530)	122,320
Employee Benefits	39,300	50,160	45,800	(4,360)	50,620
Other Expenses	25,550	13,620	40,160	26,540	26,040
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	171,250	192,210	208,860	16,650	198,980
Internal Service Funds	0	0	0	0	0
Total	171,250	192,210	208,860	16,650	198,980
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
16,650	0.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in temporary personnel services to provide temporary contract investigators.



Program 2: Administration

Description: To provide administrative support to the investigative staff.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	219,360	236,830	219,600	(17,230)	223,590
Employee Benefits	64,450	57,190	70,450	13,260	77,130
Other Expenses	15,820	12,030	9,970	(2,060)	10,120
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	299,630	306,050	300,020	(6,030)	310,840
Internal Service Funds	0	0	0	0	0
Total	299,630	306,050	300,020	(6,030)	310,840
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(6,030)	0.00	All Funds	This program reflects a decrease, which is primarily due to a decrease in the salary for the director's position.

Departmental Budgets

Citizen Complaint and Internal Audit



Program 3: Internal Audit

Description: Performs operational and performance audits in order to examine and evaluate the effectiveness and efficiency of management controls in all City departments and independent boards and commissions.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	242,200	259,450	263,220	3,770	265,290
Employee Benefits	112,090	85,770	87,620	1,850	96,580
Other Expenses	14,070	7,980	7,980	0	8,110
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	368,360	353,200	358,820	5,620	369,980
Internal Service Funds	0	0	0	0	0
Total	368,360	353,200	358,820	5,620	369,980
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00	4.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
5,620	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel and benefit costs.



City Planning

The mission of the Department of City Planning is to utilize creative planning principles to guide innovative land use practices while ensuring excellent customer service and fostering sustainable building development.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	697,470	761,370	668,140	(93,230)	682,550
Employee Benefits	318,190	193,620	208,590	14,970	237,330
Other Expenses	75,050	69,120	116,100	46,980	117,510
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,090,710	1,024,110	992,830	(31,280)	1,037,390
Internal Service Funds	0	0	0	0	0
Total	1,090,710	1,024,110	992,830	(31,280)	1,037,390
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	36,000	40,000	50,000	10,000	50,000
Total Full-time Equivalent Positions	12.00	12.00	10.00	(2.00)	10.00



Department Programs

1. Land Use
2. Historic Conservation
3. City Planning Administration

Program Summaries

Program 1: Land Use

Description: This program maintains efficient review for subdivisions, zone changes, text changes, planned developments, conditional uses, variance special exceptions, hillsides, design review districts, and the sale or lease of city owned property.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	307,270	369,380	524,740	155,360	526,530
Employee Benefits	170,590	86,930	182,530	95,600	201,580
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	477,860	456,310	707,270	250,960	728,110
Internal Service Funds	0	0	0	0	0
Total	477,860	456,310	707,270	250,960	728,110
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	30,000	40,000	50,000	10,000	50,000
Total Full-time Equivalent Positions	7.00	7.00	8.00	1.00	8.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
250,960	1.00 All Funds	This program reflects an all funds increase, which is primarily due to the transfer of FTE from the Historic Conservation program into the Land Use program. These increases are partially offset by the elimination of position vacancy allowance.



Program 2: Historic Conservation

Description: This program maintains historic districts, provides environmental reviews of activities, particularly federally funded program reviews for historic properties, manages historic preservation federal tax credits, and conducts heritage & historic research.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	198,120	190,540	0	(190,540)	0
Employee Benefits	79,170	55,220	0	(55,220)	0
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	277,290	245,760	0	(245,760)	0
Internal Service Funds	0	0	0	0	0
Total	277,290	245,760	0	(245,760)	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	6,000	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	0.00	(3.00)	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(245,760)	(3.00)	All Funds	This program is eliminated in FY 2016. The Urban Conservator is transferred to the Buildings Department and two Senior Planner positions are being moved to the Land Use program.

Departmental Budgets

City Planning



Program 3: City Planning Administration

Description: This program includes all leadership and administrative staff for the City Planning Division of the department.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	192,080	201,450	143,400	(58,050)	156,020
Employee Benefits	68,430	51,470	26,060	(25,410)	35,750
Other Expenses	75,050	69,120	116,100	46,980	117,510
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	335,560	322,040	285,560	(36,480)	309,280
Internal Service Funds	0	0	0	0	0
Total	335,560	322,040	285,560	(36,480)	309,280
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(16,270)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due an increase in reimbursements from an annual allocation capital project. This decrease is partially offset by an increase in temporary personnel services.

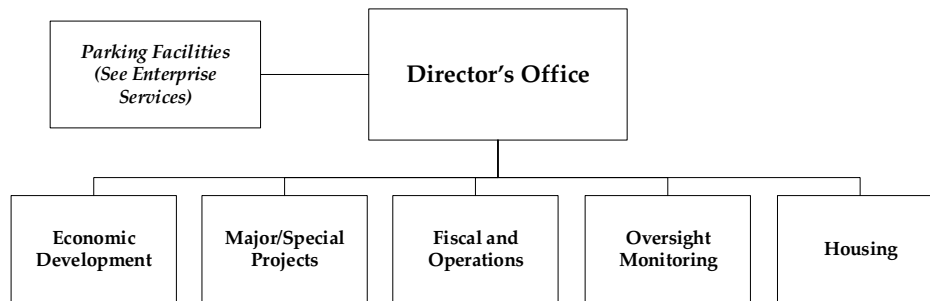
One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(20,220)	0.00	0	0.00	General Fund	This reduction represents an increase in position vacancy allowance.



Community & Economic Development

The mission of the Department of Community and Economic Development is to strengthen our neighborhoods and grow the City's revenue base through investment in its people and places.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,534,010	1,635,060	2,280,300	645,240	2,591,300
Employee Benefits	669,220	321,190	614,200	293,010	843,510
Other Expenses	3,076,270	5,563,010	5,957,310	394,300	5,257,490
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,279,500	7,519,260	8,851,810	1,332,550	8,692,300
Internal Service Funds	0	0	0	0	0
Total	5,279,500	7,519,260	8,851,810	1,332,550	8,692,300
Consolidated Plan Projects	10,803,190	10,366,460	10,366,460	0	10,366,460
Program Revenue	0	0	430,000	430,000	430,000
Total Full-time Equivalent Positions	46.40	47.40	56.00	8.60	61.00

Departmental Budgets

Community & Economic Development



Department Programs

1. Human Services
2. Major/Special Projects Division
3. Fiscal & Operations Division
4. Oversight Monitoring Division
5. Housing Division
6. Director/Administration
7. Economic Development Division

Program Summaries

Program 1: Human Services

Description: This program outlines the City's General Fund allocation of Human Services grants to qualified non-profit agencies that meet the Priority Areas of the City's Human Services Policy.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	48,480	23,350	60,000	36,650	58,740
Employee Benefits	26,490	12,090	15,410	3,320	15,880
Other Expenses	1,474,000	2,924,050	3,019,790	95,740	2,457,880
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,548,970	2,959,490	3,095,200	135,710	2,532,500
Internal Service Funds	0	0	0	0	0
Total	1,548,970	2,959,490	3,095,200	135,710	2,532,500
Consolidated Plan Projects	1,070,000	2,391,700	2,391,700	0	2,391,700
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	1.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(209,290)	0.00	All Funds	When compared to the Continuation Budget, this program reflects an all funds decrease due to the elimination of one-time funding in FY 2015. These eliminations are offset by Significant Program Changes described below and on the following page.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
45,000	0.00	45,000	0.00	General Fund	This represents an increase in funding for the operation of the Winter Shelter provided by Strategies to End Homelessness and its partners.



One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
250,000	0.00	0	0.00	General Fund	This represents an increase to the Center for Closing the Health Gap contractual services.
50,000	0.00	0	0.00	General Fund	This represents funding for the Center for Chemical Addictions Treatment (CCAT).

Departmental Budgets

Community & Economic Development



Program 2: Major/Special Projects Division

Description: The Major/Special Projects program is responsible for commercial mixed use and industrial real estate development, business retention and expansion, and strategic initiatives.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	17,870	104,920	259,970	155,050	362,630
Employee Benefits	15,600	(11,930)	65,120	77,050	121,420
Other Expenses	150,000	500,000	674,820	174,820	404,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	183,470	592,990	999,910	406,920	888,650
Internal Service Funds	0	0	0	0	0
Total	183,470	592,990	999,910	406,920	888,650
Consolidated Plan Projects	240,000	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	1.00	5.00	7.00	2.00	9.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
90,380	(1.00)	All Funds	This program has been newly created as part of the Department's reorganization plan, and reflects an all funds increase due to an increase in personnel, benefits, and contractual services.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(100,000)	0.00	(100,000)	0.00	General Fund	This represents a reduction of funding to Cintrifuse.
141,540	3.00	200,280	4.00	General Fund	The increase in FTE is attributable to the addition of a Senior Community Development Analyst, a Division Manager, and a Development Officer in FY 2016. In FY 2017, the increase in FTE is attributable to an additional Senior Community Development Analyst.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
150,000	0.00	0	0.00	General Fund	This represents funding for the Citizen Development Fund.
50,000	0.00	0	0.00	General Fund	This represents an increase in funding to CincyTech USA.
75,000	0.00	0	0.00	General Fund	This represents funding for the UC Economics Center - Financial Literacy.



Program 3: Fiscal & Operations Division

Description: The Fiscal & Operations program oversees the following areas: financial management, budget development and analysis, compliance, loan servicing, records management, process management, and department operations.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	238,130	279,790	528,820	249,030	592,810
Employee Benefits	97,860	16,460	240,640	224,180	290,130
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	335,990	296,250	769,460	473,210	882,940
Internal Service Funds	0	0	0	0	0
Total	335,990	296,250	769,460	473,210	882,940
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	11.00	7.00	12.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
394,690	6.00	All Funds	This program has been newly created as part of the Department's reorganization plan and reflects an all funds increase due to the transfer of 6.0 FTEs from other programs in the Department.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
78,520	1.00	159,960	2.00	Community Dev Block Grant	This represents funding for a Senior Community Development Analyst position.

Departmental Budgets

Community & Economic Development



Program 4: Oversight Monitoring Division

Description: The Oversight Monitoring program is responsible for loan portfolio and development agreement compliance, Consolidated and Annual Action Plans, SBE compliance, relocation management, the Human Services Advisory Committee, and monitoring incentives.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	303,590	279,910	403,110	123,200	392,000
Employee Benefits	141,440	105,530	149,560	44,030	158,350
Other Expenses	24,920	25,680	26,160	480	26,670
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	469,950	411,120	578,830	167,710	577,020
Internal Service Funds	0	0	0	0	0
Total	469,950	411,120	578,830	167,710	577,020
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	5.40	5.40	7.00	1.60	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
123,680	1.60 All Funds	This program has been newly created as part of the Department's reorganization plan, and reflects an all funds increase due to the transfer of 1.60 FTEs from other programs in the Department.



Program 5: Housing Division

Description: This program encompasses all housing-related programs within the Department of Community & Economic Development, including new construction and rehabilitation of rental and owner-occupied units, as well as housing support programs.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	272,640	326,190	365,280	39,090	439,010
Employee Benefits	158,030	19,990	20,560	570	79,620
Other Expenses	157,370	597,270	760,610	163,340	745,900
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	588,040	943,450	1,146,450	203,000	1,264,530
Internal Service Funds	0	0	0	0	0
Total	588,040	943,450	1,146,450	203,000	1,264,530
Consolidated Plan Projects	7,818,190	7,974,760	7,974,760	0	7,974,760
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	17.00	17.00	14.00	(3.00)	15.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
116,460	(2.00)	All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel and benefit costs as well as contractual services. The change in FTE is related to the Department's reorganization plan and the transfer of positions to other programs within the Department.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(72,510)	(1.00)	(75,310)	(1.00)	Community Dev Block Grant	This represents the transfer of personnel from one program to another.
83,560	1.00	85,080	1.00	Community Dev Block Grant	This represents an increase in funding for a Development Officer position.
50,000	0.00	50,000	0.00	General Fund	This represents funding for the Innovations Lab Scholarships for Neighborhoods Program.
104,000	0.00	104,000	0.00	General Fund	This represents an increase in funding for the Neighborhood Support Program.

Departmental Budgets

Community & Economic Development



Program 6: Director/Administration

Description: This program covers the programmatic and operational activities of the department and includes the staff in the Director's Office and Department Operations (including (1) Housing, (2) Fiscal & Operations, and (3) Oversight Monitoring divisions).

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	301,010	261,240	287,290	26,050	298,660
Employee Benefits	80,810	119,660	123,260	3,600	141,250
Other Expenses	619,260	618,730	495,930	(122,800)	633,750
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,001,080	999,630	906,480	(93,150)	1,073,660
Internal Service Funds	0	0	0	0	0
Total	1,001,080	999,630	906,480	(93,150)	1,073,660
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	6.00	3.00	6.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(80,420)	3.00	All Funds	This program, which was previously named Compliance and Operations program, reflects an all funds decrease in other expenses such as postage and temporary personnel. The change in FTE is related to the Department's reorganization plan and includes the transfer of FTEs from other programs within the Department.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(47,640)	(1.00)	(87,360)	(1.00)	Community Dev Block Grant	This represents the transfer of personnel from one program to another.
78,910	1.00	80,650	1.00	General Fund	The increase in FTE is primarily attributable to the addition of a Senior Community Development and Planning Analyst position.



Program 7: Economic Development Division

Description: The Economic Development program provides citywide economic development services, including business recruitment and retention, large-scale real estate development, and downtown development.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	352,290	359,660	375,830	16,170	447,450
Employee Benefits	148,990	59,390	(350)	(59,740)	36,860
Other Expenses	650,720	897,280	980,000	82,720	988,690
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,152,000	1,316,330	1,355,480	39,150	1,473,000
Internal Service Funds	0	0	0	0	0
Total	1,152,000	1,316,330	1,355,480	39,150	1,473,000
Consolidated Plan Projects	1,675,000	0	0	0	0
Program Revenue	0	0	430,000	430,000	430,000
Total Full-time Equivalent Positions	15.00	13.00	11.00	(2.00)	12.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(59,660)	(2.00)	All Funds	When compared to the Continuation Budget, this program reflects an all funds decrease due to a decrease in benefits related to FTE shifts to another program as part of the Department's reorganization plan.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
100,000	0.00	100,000	0.00	General Fund	This represents an increase to the contribution amount to REDI Cincinnati.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(1,190)	0.00	0	0.00	General Fund	This represents a decrease in contractual services with various vendors related to ground maintenance of properties owned by the City.

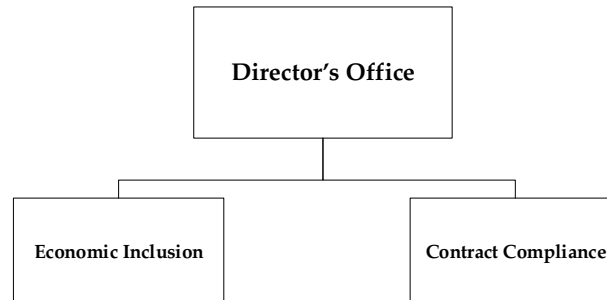


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Economic Inclusion

The mission of the Department of Economic Inclusion is to ensure economic opportunity and inclusion for all citizens seeking to do business with the City of Cincinnati and serve as a catalyst for the growth of minority- and women-owned businesses in the City and throughout the region.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	347,730	364,150	884,810	520,660	893,560
Employee Benefits	159,380	127,410	289,060	161,650	315,090
Other Expenses	257,470	682,280	357,970	(324,310)	337,720
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	764,580	1,173,840	1,531,840	358,000	1,546,370
Internal Service Funds	0	0	0	0	0
Total	764,580	1,173,840	1,531,840	358,000	1,546,370
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	6.00	12.00	6.00	12.00

Departmental Budgets

Economic Inclusion



Department Programs

1. Contract Compliance
2. Economic Inclusion

Program Summaries

Program 1: Contract Compliance

Description: This program administers and enforces the Small Business Enterprise (SBE), Equal Employment Opportunity (EEO) and the Living Wage Programs, Prevailing Wage laws, and Meet & Confer provisions to promote full and equal business opportunities with the City.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	347,730	364,150	315,760	(48,390)	322,100
Employee Benefits	159,380	127,410	106,750	(20,660)	114,810
Other Expenses	257,470	682,280	219,210	(463,070)	225,750
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	764,580	1,173,840	641,720	(532,120)	662,660
Internal Service Funds	0	0	0	0	0
Total	764,580	1,173,840	641,720	(532,120)	662,660
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	6.00	5.00	(1.00)	5.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(471,450)	(1.00)	All Funds	This program reflects an all funds decrease. The creation of the Department of Economic Inclusion, which includes Contract Compliance, resulted in a transfer of funds to a new program. In addition, the end of the disparity study has resulted in a reduction in expenses.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(60,680)	0.00	(60,680)	0.00	General Fund	This represents a decrease to expert service expenses in Contract Compliance.



Program 2: Economic Inclusion

Description: This program ensures economic opportunity and inclusion for all citizens seeking to do business with the City of Cincinnati and serves as a catalyst for the growth of minority- and women-owned businesses in the City and throughout the region.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	0	0	569,050	569,050	571,460
Employee Benefits	0	0	182,310	182,310	200,280
Other Expenses	0	0	138,760	138,760	111,970
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	890,120	890,120	883,710
Internal Service Funds	0	0	0	0	0
Total	0	0	890,120	890,120	883,710
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	7.00	7.00	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
890,120	7.00	All Funds	This program reflects its creation as a new division for FY 2016.

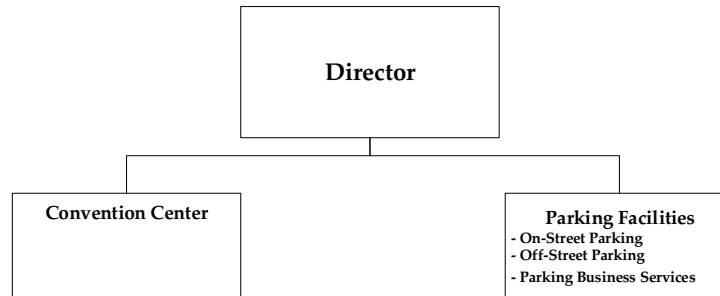


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Enterprise Services

The mission of the Department of Enterprise Services is to contribute to the economic growth and stability of Cincinnati by providing a premier convention center facility and professional management of the City's parking assets.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,658,730	1,670,250	1,843,400	173,150	1,864,250
Employee Benefits	843,750	717,270	843,680	126,410	894,410
Other Expenses	11,793,840	15,338,650	16,227,740	889,090	15,598,480
Properties	0	0	0	0	0
Debt Service	1,305,890	2,065,620	2,198,020	132,400	2,189,860
Operating Total	15,602,210	19,791,790	21,112,840	1,321,050	20,547,000
Internal Service Funds	0	0	0	0	0
Total	15,602,210	19,791,790	21,112,840	1,321,050	20,547,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	16,834,690	20,451,790	19,597,940	(853,850)	18,149,820
Total Full-time Equivalent Positions	35.80	35.80	40.30	4.50	40.30

Departmental Budgets

Enterprise Services



Department Programs

1. Duke Energy Convention Center
2. On-Street Parking
3. Off-Street Parking
4. Parking Business Services

Program Summaries

Program 1: Duke Energy Convention Center

Description: The Duke Energy Convention Center program oversees the management agreement between Global Spectrum, LP and the City of Cincinnati.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	59,330	61,210	61,210	0	62,130
Employee Benefits	27,260	31,380	31,380	0	31,850
Other Expenses	7,485,470	7,560,640	8,284,630	723,990	8,405,660
Properties	0	0	0	0	0
Debt Service	70,360	68,800	68,800	0	68,800
Operating Total	7,642,420	7,722,030	8,446,020	723,990	8,568,440
Internal Service Funds	0	0	0	0	0
Total	7,642,420	7,722,030	8,446,020	723,990	8,568,440
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	7,795,640	7,790,540	7,980,260	189,720	7,998,040
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
140,590	0.00	All Funds	This program reflects an all funds increase, which is primarily due to CPI increase for non-personnel expenses.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
167,020	0.00	194,790	0.00	Convention Center	This represents an increase due to additional events scheduled at the Duke Energy Convention Center in 2016 and 2017.
413,350	0.00	363,350	0.00	Convention Center	The represents an increase to replenish the Client Development Fund which, offer incentives to client's to obtain/retain their business at the Duke Energy Convention Center.
3,030	0.00	3,030	0.00	Convention Center	This represents an increase to Global Spectrum's incentive fee as required by the Management Agreement.



Program 2: On-Street Parking

Description: This program consists of enforcement, collection, maintenance, and management of over 5,700 single space meters located in the downtown area and neighborhood business districts, as well as twelve multi-space pay-and-display units.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	902,500	916,160	1,164,160	248,000	1,177,730
Employee Benefits	534,000	442,600	559,470	116,870	593,890
Other Expenses	658,860	1,726,390	2,597,150	870,760	3,280,130
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,095,360	3,085,150	4,320,780	1,235,630	5,051,750
Internal Service Funds	0	0	0	0	0
Total	2,095,360	3,085,150	4,320,780	1,235,630	5,051,750
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,552,000	2,300,000	3,326,280	1,026,280	3,326,280
Total Full-time Equivalent Positions	22.00	22.00	27.50	5.50	27.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
385,630	5.50	All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel and benefit costs as well as a CPI increase for other expenses.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
850,000	0.00	1,500,000	0.00	Parking System Facilities	This represents a transfer of on-street parking revenue to Transit Fund 759 for operational costs related to the Cincinnati Streetcar.

Departmental Budgets

Enterprise Services



Program 3: Off-Street Parking

Description: This program consists of the operation, maintenance, and management of over 4,900 parking spaces located at seven City-owned parking garages and five surface lots throughout downtown Cincinnati.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	323,080	315,370	318,060	2,690	319,240
Employee Benefits	142,620	115,870	119,160	3,290	124,800
Other Expenses	3,598,070	5,894,590	5,185,600	(708,990)	3,749,280
Properties	0	0	0	0	0
Debt Service	1,235,530	1,996,820	2,129,220	132,400	2,121,060
Operating Total	5,299,300	8,322,650	7,752,040	(570,610)	6,314,380
Internal Service Funds	0	0	0	0	0
Total	5,299,300	8,322,650	7,752,040	(570,610)	6,314,380
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	6,487,050	10,300,000	8,291,400	(2,008,600)	6,825,500
Total Full-time Equivalent Positions	9.80	9.80	9.80	0.00	9.80

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(2,313,410)	0.00	All Funds	This program reflects an all funds decrease, due to garage closures or transfers lowering operational costs.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
102,000	0.00	103,800	0.00	Parking System Facilities	This represents an increase for the operation of the new VP3 Garage in the Corryville neighborhood.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
1,505,700	0.00	0	0.00	Parking System Facilities	This represents an increase is to restore funding for the operations of the Pogue's Garage for FY 2016.
(414,900)	0.00	(411,800)	0.00	Parking System Facilities	This represents a reduction in debt service obligations regarding the U-square development.
550,000	0.00	550,000	0.00	Parking System Facilities	This represents an increase related to debt service payments for the VP3 Garage.



Program 4: Parking Business Services

Description: This program manages internal and external customer transactions for the Parking Facilities Division.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	373,820	377,510	299,970	(77,540)	305,150
Employee Benefits	139,870	127,420	133,670	6,250	143,870
Other Expenses	51,440	157,030	160,360	3,330	163,410
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	565,130	661,960	594,000	(67,960)	612,430
Internal Service Funds	0	0	0	0	0
Total	565,130	661,960	594,000	(67,960)	612,430
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	61,250	0	(61,250)	0
Total Full-time Equivalent Positions	4.00	4.00	3.00	(1.00)	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(67,960)	(1.00)	All Funds	This program reflects an all funds decrease, due to personnel savings from removing a vacant position.

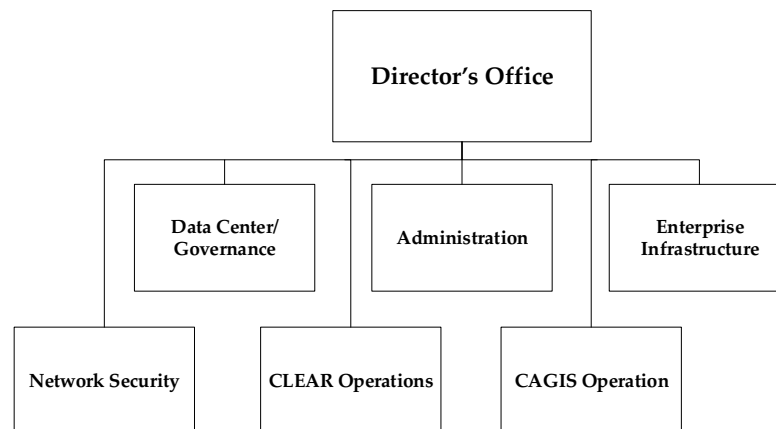


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Enterprise Technology Solutions

The mission of the Enterprise Technology Solutions (ETS) Department is to support the City of Cincinnati and Hamilton County through excellence in design, development, and application of technology solutions that increase the efficiency and effectiveness of the various local governments, public safety, and law enforcement agencies in the region by improving service delivery and enterprise coordination.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	5,655,950	5,513,160	5,503,370	(9,790)	5,512,090
Employee Benefits	2,386,790	1,614,090	1,529,590	(84,500)	1,678,160
Other Expenses	6,222,830	5,939,280	6,111,320	172,040	6,303,920
Properties	36,000	36,000	36,000	0	36,000
Debt Service	0	0	0	0	0
Operating Total	14,301,570	13,102,530	13,180,280	77,750	13,530,170
Internal Service Funds	3,659,870	2,702,700	2,268,570	(434,130)	2,321,790
Total	17,961,440	15,805,230	15,448,850	(356,380)	15,851,960
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	123,000	122,000	12,000	(110,000)	13,000
Total Full-time Equivalent Positions	94.55	85.55	83.35	(2.20)	83.35



Department Programs

1. ETS Administration
2. CLEAR Operations
3. CAGIS Consortium Operations
4. CIT-E Operations
5. CTS Operations

Program Summaries

Program 1: ETS Administration

Description: Provides overall policy direction, procurement, accounts payable, accounts receivable, human resources, and budget support for Enterprise Technology Solutions.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	308,780	79,160	73,370	(5,790)	77,540
Employee Benefits	148,190	1,740	4,740	3,000	8,380
Other Expenses	303,440	281,440	282,320	880	287,080
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	760,410	362,340	360,430	(1,910)	373,000
Internal Service Funds	0	0	0	0	0
Total	760,410	362,340	360,430	(1,910)	373,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	80,000	80,000	7,000	(73,000)	8,000
Total Full-time Equivalent Positions	9.00	3.00	3.00	0.00	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(1,910)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a decrease in personnel costs. There is no change in FTE.



Program 2: CLEAR Operations

Description: To provide a computerized police information system for all Hamilton County law enforcement agencies. This program is funded entirely by a levy assessed to all Hamilton County property owners.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,155,340	1,067,470	1,096,770	29,300	1,104,470
Employee Benefits	467,130	309,760	322,430	12,670	353,890
Other Expenses	2,839,860	2,735,970	2,786,660	50,690	2,838,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	4,462,330	4,113,200	4,205,860	92,660	4,296,670
Internal Service Funds	96,770	430	400	(30)	400
Total	4,559,100	4,113,630	4,206,260	92,630	4,297,070
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	16.00	13.00	13.00	0.00	13.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
92,660	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a increase in personnel costs and increases in non-personnel. There is no change in FTE.



Program 3: CAGIS Consortium Operations

Description: The Cincinnati Area Geographic Information System represents a computerized, information sharing system that enables the fundamental transformation of government and utility service management and delivery through the use of geographic information.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,529,070	1,470,050	1,505,430	35,380	1,530,830
Employee Benefits	632,000	470,290	467,870	(2,420)	516,030
Other Expenses	2,443,350	2,491,990	2,684,100	192,110	2,821,860
Properties	36,000	36,000	36,000	0	36,000
Debt Service	0	0	0	0	0
Operating Total	4,640,420	4,468,330	4,693,400	225,070	4,904,720
Internal Service Funds	0	0	0	0	0
Total	4,640,420	4,468,330	4,693,400	225,070	4,904,720
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	19.00	18.00	18.00	0.00	18.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
225,070	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a increase in personnel costs and increases in non-personnel. The non-personnel increase is mainly due to an increase in data processing services in the Cincinnati Area Geographic Information System (CAGIS) Fund 449. There is no change in FTE.



Program 4: CIT-E Operations

Description: CIT-E provides information technology solutions including consulting, implementation, and support services for City enterprise business systems such as Financial, HR, Email, Electronic Government, and Business Analytics.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,558,570	2,037,040	1,857,920	(179,120)	1,831,750
Employee Benefits	666,370	574,740	489,060	(85,680)	532,390
Other Expenses	153,890	175,720	109,280	(66,440)	142,580
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,378,830	2,787,500	2,456,260	(331,240)	2,506,720
Internal Service Funds	773,280	13,760	131,860	118,100	133,760
Total	3,152,110	2,801,260	2,588,120	(213,140)	2,640,480
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	25.55	27.75	27.35	(0.40)	27.35

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(198,960)	0.60	All Funds	This program reflects an all funds decrease, which is primarily due to a decrease in personnel and employee benefit costs and a decrease in non-personnel. There is an 0.60 FTE increase, which is due to an increase in part-time personnel.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(86,630)	(1.00)	(90,040)	(1.00)	General Fund	This reduction represents the elimination of an Administrative Specialist position.
(3,010)	0.00	(3,010)	0.00	General Fund	This reduction would decrease funding for PC hardware.
(3,000)	0.00	(3,000)	0.00	General Fund	This reduction represents the decrease in funding for office supplies.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(34,650)	0.00	0	0.00	General Fund	This reduction represents the decrease in funding for information technology consulting services.
(5,000)	0.00	0	0.00	General Fund	This reduction represents the decrease in funding for training.



Program 5: CTS Operations

Description: Provide support for City's Communication Technology Services (CTS) programs, maintaining radio communications, data communications infrastructure and the City's telephone network.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,104,190	859,440	969,880	110,440	967,500
Employee Benefits	473,100	257,560	245,490	(12,070)	267,470
Other Expenses	482,290	254,160	248,960	(5,200)	214,090
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,059,580	1,371,160	1,464,330	93,170	1,449,060
Internal Service Funds	2,789,820	2,688,510	2,136,310	(552,200)	2,187,630
Total	4,849,400	4,059,670	3,600,640	(459,030)	3,636,690
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	43,000	42,000	5,000	(37,000)	5,000
Total Full-time Equivalent Positions	25.00	23.80	22.00	(1.80)	22.00

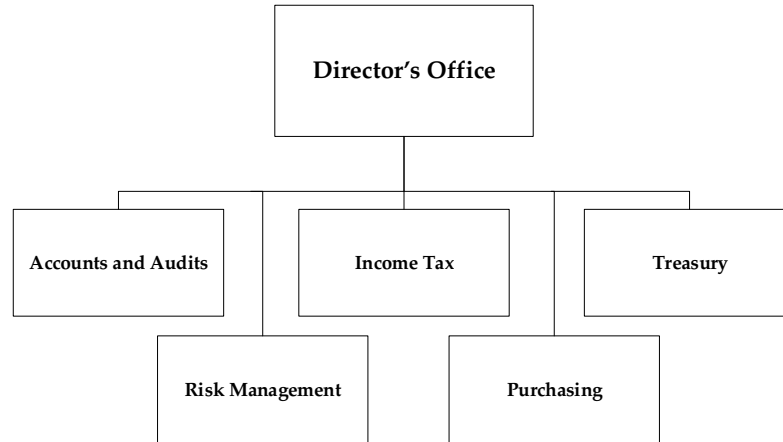
Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
93,170	(1.80) All Funds	This program reflects an increase in all funds except for internal service. This increase is mainly due to an increase in personnel costs. There is a 1.80 FTE decrease, which is primarily due to the elimination of a position vacancy savings and the elimination of one position. The Regional Computer Center Fund 702 shows a decrease, which is mainly due to significant savings in non-personnel for telephone costs.



Finance

The mission of the Finance Department is to serve as a strong steward of public financial resources, contribute to the financial strength of the City, and provide quality financial services to customers. This mission is accomplished through the functions and duties of: the Office of the Director, Accounts & Audits, City Treasury, Income Tax, Purchasing, and Risk Management.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	4,830,850	4,783,440	4,900,050	116,610	4,964,870
Employee Benefits	2,222,080	1,606,330	1,631,510	25,180	1,788,100
Other Expenses	4,066,740	3,956,250	4,098,800	142,550	4,071,950
Properties	0	0	0	0	0
Debt Service	110,500,000	95,775,000	90,775,000	(5,000,000)	91,775,000
Operating Total	121,619,670	106,121,020	101,405,360	(4,715,660)	102,599,920
Internal Service Funds	4,014,050	3,847,880	4,102,970	255,090	4,170,890
Total	125,633,720	109,968,900	105,508,330	(4,460,570)	106,770,810
Consolidated Plan Projects	2,000	0	0	0	0
Program Revenue	276,188,260	286,288,850	308,159,570	21,870,720	314,870,290
Total Full-time Equivalent Positions	100.76	96.50	95.75	(0.75)	96.75



Department Programs

1. Administration
2. Financial Reporting and Monitoring
3. Payroll Preparation
4. Debt Management
5. Treasury Operations
6. Risk Management
7. Income Tax
8. Procurement
9. Printing and Stores

Program Summaries

Program 1: Administration

Description: Consists of the Finance Director, Assistant Finance Director, and an Administrative Specialist.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	320,450	299,270	341,790	42,520	339,270
Employee Benefits	103,280	79,680	90,060	10,380	96,940
Other Expenses	18,960	19,480	19,470	(10)	19,810
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	442,690	398,430	451,320	52,890	456,020
Internal Service Funds	10,520	10,520	13,480	2,960	14,120
Total	453,210	408,950	464,800	55,850	470,140
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
52,890	0.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in personnel costs. There is no change in FTE.



Program 2: Financial Reporting and Monitoring

Description: Prepares revenue estimates and financial analyses. Maintains records and prepares reports on the financial position of each fund and project. Monitors expenditures. Prepares the City's annual report. Reconciles property tax revenue.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,186,130	1,210,240	1,192,070	(18,170)	1,202,630
Employee Benefits	526,320	401,150	379,470	(21,680)	414,770
Other Expenses	419,540	464,540	531,940	67,400	502,580
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,131,990	2,075,930	2,103,480	27,550	2,119,980
Internal Service Funds	0	0	0	0	0
Total	2,131,990	2,075,930	2,103,480	27,550	2,119,980
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	18.01	17.00	17.00	0.00	17.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
27,550	0.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in non-personnel in temporary personnel services. There is no change in FTE.

Departmental Budgets

Finance



Program 3: Payroll Preparation

Description: Processes biweekly payroll for approximately 6,500 employees, interprets and implements government regulations, and reconciles all employee deductions and tax deposits.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	114,300	128,720	116,410	(12,310)	113,120
Employee Benefits	44,720	19,770	37,740	17,970	40,720
Other Expenses	6,900	7,150	7,150	0	7,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	165,920	155,640	161,300	5,660	161,070
Internal Service Funds	0	0	0	0	0
Total	165,920	155,640	161,300	5,660	161,070
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
5,660	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a decrease in benefit reimbursements to other funds. There is no change in FTE.



Program 4: Debt Management

Description: Manages general obligation debt repayment.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	166,150	229,220	234,920	5,700	239,680
Employee Benefits	87,740	82,310	79,710	(2,600)	87,720
Other Expenses	2,361,100	2,194,390	2,232,090	37,700	2,270,910
Properties	0	0	0	0	0
Debt Service	110,500,000	95,775,000	90,775,000	(5,000,000)	91,775,000
Operating Total	113,114,990	98,280,920	93,321,720	(4,959,200)	94,373,310
Internal Service Funds	0	0	0	0	0
Total	113,114,990	98,280,920	93,321,720	(4,959,200)	94,373,310
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	20,532,150	20,737,090	24,610,070	3,872,990	24,820,790
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(4,959,200)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a decrease in notes. There is no change in FTE.

Departmental Budgets

Finance



Program 5: Treasury Operations

Description: Performs cash management and banking activities, manages the City's investment portfolio, issues business licenses/permits, collects admissions taxes and transient occupancy tax, and pursues delinquent account collection.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	483,890	488,250	542,260	54,010	540,010
Employee Benefits	233,700	159,290	193,670	34,380	206,850
Other Expenses	429,380	417,290	390,090	(27,200)	397,350
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,146,970	1,064,830	1,126,020	61,190	1,144,210
Internal Service Funds	0	0	0	0	0
Total	1,146,970	1,064,830	1,126,020	61,190	1,144,210
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	5,342,260	5,415,000	6,039,500	624,500	6,139,500
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00	9.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
89,030	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a increase in personnel costs. There is no change in FTE.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(27,840)	0.00	(27,840)	0.00	General Fund	This reduction represents the decrease in the collection agency fees paid by the Treasury Division due to Xerox taking over the responsibility for collection of delinquent parking tickets.



Program 6: Risk Management

Description: Monitors the City's insurance program. Provides employee safety services to departments in field audits and training. Provides employee health services. Maintains current benefits and workers' compensation rates.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	138,060	142,630	149,850	7,220	149,400
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	138,060	142,630	149,850	7,220	149,400
Internal Service Funds	1,863,610	1,734,320	1,897,060	162,740	1,961,220
Total	2,001,670	1,876,950	2,046,910	169,960	2,110,620
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,300,000	0	5,570,000	5,570,000	5,570,000
Total Full-time Equivalent Positions	14.00	13.75	13.75	0.00	13.75

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(50)	0.00	All Funds	This program reflects a minor decrease in all funds other than internal service. The Employee Safety and Risk Management Fund 212 has an increase in non-personnel expert services. There is no change in FTE.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
7,270	0.00	4,510	0.00	General Fund	This increase represents the General Fund insurance premiums for property insurance, boiler & machinery insurance, and crime coverage.

Departmental Budgets

Finance



Program 7: Income Tax

Description: Provides taxpayer service and education, ensures taxpayer compliance with the City's tax code, pursues payment of past due tax liabilities, and processes income tax forms and payments.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,936,410	1,790,400	1,819,790	29,390	1,881,940
Employee Benefits	921,250	631,880	631,780	(100)	705,420
Other Expenses	575,930	584,550	634,320	49,770	594,180
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,433,590	3,006,830	3,085,890	79,060	3,181,540
Internal Service Funds	0	0	0	0	0
Total	3,433,590	3,006,830	3,085,890	79,060	3,181,540
Consolidated Plan Projects	2,000	0	0	0	0
Program Revenue	246,933,850	257,916,770	267,400,000	9,483,230	273,800,000
Total Full-time Equivalent Positions	34.75	31.75	31.00	(0.75)	32.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
120,320	0.25	All Funds	This program reflects an all funds increase, which is primarily due to a increase in personnel costs. There is no change in FTE.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
50,000	0.00	0	0.00	General Fund	This increase represents in expert and legal services to implement the computer changes and ordinance submissions required by the state mandated changes to the Municipal Tax Code for FY 2016.
(91,270)	(1.00)	0	0.00	General Fund	This reduction represents the elimination of one Deputy Tax Commissioner.



Program 8: Procurement

Description: Performs procurement functions including competitive bids, reverse auctions, demolition bids, professional services proposals, procurement cards, citywide vendor registration, and record management for all City contracts.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	623,520	637,340	652,810	15,470	648,220
Employee Benefits	305,070	232,250	219,080	(13,170)	235,680
Other Expenses	116,870	126,220	133,890	7,670	130,490
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,045,460	995,810	1,005,780	9,970	1,014,390
Internal Service Funds	0	0	0	0	0
Total	1,045,460	995,810	1,005,780	9,970	1,014,390
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	80,000	20,000	2,340,000	2,320,000	2,340,000
Total Full-time Equivalent Positions	11.00	11.00	11.00	0.00	11.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
9,970	0.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in personnel costs. There is no change in FTE.

Departmental Budgets

Finance



Program 9: Printing and Stores

Description: Provides printing, mail, and store services to all City agencies.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	0	0	0	0	0
Internal Service Funds	2,139,920	2,103,040	2,192,430	89,390	2,195,550
Total	2,139,920	2,103,040	2,192,430	89,390	2,195,550
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,000,000	2,200,000	2,200,000	0	2,200,000
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00	6.00

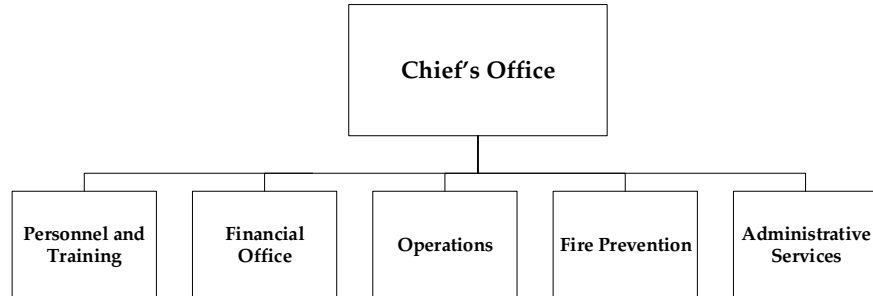
Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
0	0.00	All Funds	This program reflects an increase in the Printing Services/Stores Fund 201, which is primarily due to an increase in postage and supply expenses. There is no change in FTE.



Fire

The mission of the Cincinnati Fire Department is to protect lives and property, and to minimize the suffering of its customers during emergencies. The Cincinnati Fire Department strives to quickly restore normalcy to its customers' lives by responding to their needs in an expeditious manner.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	57,667,320	58,157,030	62,306,930	4,149,900	62,741,840
Employee Benefits	28,849,210	25,762,940	27,784,770	2,021,830	29,504,700
Other Expenses	8,511,190	8,514,470	8,594,780	80,310	8,838,820
Properties	142,190	146,900	146,900	0	143,820
Debt Service	77,770	76,040	84,390	8,350	82,620
Operating Total	95,247,680	92,657,380	98,917,770	6,260,390	101,311,800
Internal Service Funds	0	0	0	0	0
Total	95,247,680	92,657,380	98,917,770	6,260,390	101,311,800
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	8,410,890	7,353,000	8,042,000	689,000	8,042,000
Total Full-time Equivalent Positions	824.00	882.00	891.00	9.00	891.00

Departmental Budgets

Fire



Department Programs

1. Financial Management and Planning
2. Support Services
3. Prevention and Community Education
4. Human Resources
5. Response

Program Summaries

Program 1: Financial Management and Planning

Description: This program sustains departmental functions through prudent oversight of available funding and management of activities necessary to meet financial obligations. This program also pursues resources through grants administration.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	655,140	650,080	670,510	20,430	662,980
Employee Benefits	281,850	230,780	220,330	(10,450)	230,870
Other Expenses	45,080	45,510	45,090	(420)	45,480
Properties	20,070	20,730	20,730	0	20,300
Debt Service	0	0	0	0	0
Operating Total	1,002,140	947,100	956,660	9,560	959,630
Internal Service Funds	0	0	0	0	0
Total	1,002,140	947,100	956,660	9,560	959,630
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	9.00	9.00	0.00	9.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
9,560	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel costs.



Program 2: Support Services

Description: This program utilizes technological advancements to ensure the highest level of safety and equipment for Fire Department employees.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,256,620	1,266,500	1,307,970	41,470	1,293,920
Employee Benefits	572,330	473,160	498,180	25,020	515,370
Other Expenses	451,990	500,930	498,660	(2,270)	504,790
Properties	72,650	75,060	75,060	0	73,480
Debt Service	0	0	0	0	0
Operating Total	2,353,590	2,315,650	2,379,870	64,220	2,387,560
Internal Service Funds	0	0	0	0	0
Total	2,353,590	2,315,650	2,379,870	64,220	2,387,560
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	521,110	0	0	0	0
Total Full-time Equivalent Positions	17.00	17.00	17.00	0.00	17.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
64,220	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel and benefit costs.

Departmental Budgets

Fire



Program 3: Prevention and Community Education

Description: This program provides fire prevention inspections and enforcement of the Fire Prevention Code. This program also provides fire education programs and safety information to the public.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,682,180	1,688,960	1,713,110	24,150	1,678,100
Employee Benefits	799,220	720,960	727,570	6,610	725,350
Other Expenses	278,930	285,330	216,330	(69,000)	281,440
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,760,330	2,695,250	2,657,010	(38,240)	2,684,890
Internal Service Funds	0	0	0	0	0
Total	2,760,330	2,695,250	2,657,010	(38,240)	2,684,890
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	105,000	35,000	405,000	370,000	405,000
Total Full-time Equivalent Positions	21.00	21.00	21.00	0.00	21.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(38,240)	0.00	All Funds	This program reflects an all funds decrease, which is due to efficiencies achieved in non-personnel contracts.



Program 4: Human Resources

Description: This program ensures that the Fire Department institutionalizes its customer service philosophy into every level of the organization related to internal and external customers.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,000,770	923,550	928,460	4,910	911,670
Employee Benefits	447,330	310,310	357,580	47,270	360,240
Other Expenses	397,090	287,220	187,600	(99,620)	287,370
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,845,190	1,521,080	1,473,640	(47,440)	1,559,280
Internal Service Funds	0	0	0	0	0
Total	1,845,190	1,521,080	1,473,640	(47,440)	1,559,280
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	13.00	61.00	11.00	(50.00)	11.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(72,440)	(50.00)	All Funds	This program reflects an all funds decrease, due to there being no recruit class current budgeted for FY 2016.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
25,000	0.00	0	0.00	General Fund	This represents an increase to fund to update recruit team materials to be used at school, trade shows, and other presentation opportunities.

Departmental Budgets

Fire



Program 5: Response

Description: This program is reactionary and provides effective fire response, emergency medical services (EMS), and other emergency response services such as hazardous materials response and specialized rescue services.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	53,072,610	53,627,940	57,686,880	4,058,940	58,195,170
Employee Benefits	26,748,480	24,027,730	25,981,110	1,953,380	27,672,870
Other Expenses	7,338,100	7,395,480	7,647,100	251,620	7,719,740
Properties	49,470	51,110	51,110	0	50,040
Debt Service	77,770	76,040	84,390	8,350	82,620
Operating Total	87,286,430	85,178,300	91,450,590	6,272,290	93,720,440
Internal Service Funds	0	0	0	0	0
Total	87,286,430	85,178,300	91,450,590	6,272,290	93,720,440
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	7,784,780	7,318,000	7,637,000	319,000	7,637,000
Total Full-time Equivalent Positions	764.00	774.00	833.00	59.00	833.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
2,520,240	59.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel and benefit costs associated with the graduation of a recruit class and an increase to fleet related expenses.

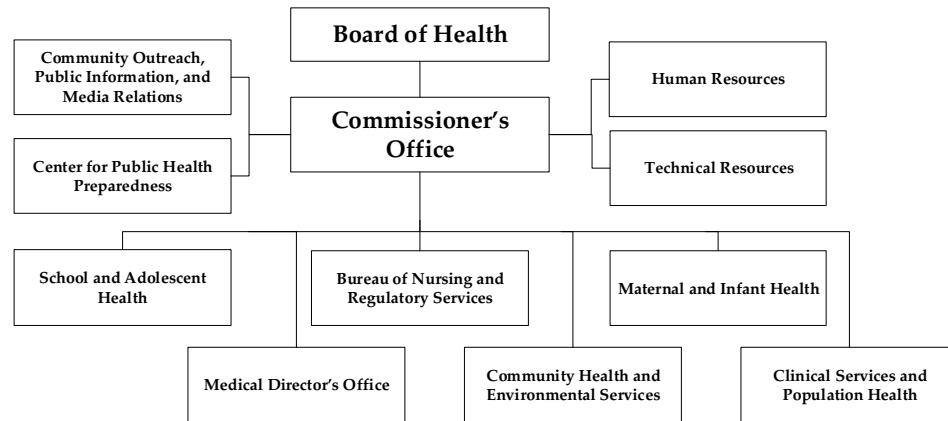
On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
5,500	0.00	5,500	0.00	General Fund	This represents an increased cost of the department's share of the Emergency Operations Center's Technology Manager.
3,746,550	0.00	7,534,560	0.00	General Fund	This represents an offset for reimbursements that were budgeted and Fire is not eligible to receive. These funds would be needed to maintain operations within Fire at current levels.



Health

The mission of the Health Department is to work for the health and wellness of Cincinnati citizens, employing methods that include surveillance, assessment, disease prevention, health education and assuring access to public health services. The health department is committed to providing programs and services, facilitating partnerships, promoting wellness and advocating prudent, ethical and effective public health policies.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	21,637,240	23,671,360	26,309,410	2,638,050	25,677,890
Employee Benefits	9,794,290	8,188,010	9,637,830	1,449,820	10,028,690
Other Expenses	8,596,320	8,605,990	10,474,130	1,868,140	10,568,920
Properties	0	3,000	3,000	0	2,940
Debt Service	120,130	117,700	122,250	4,550	119,680
Operating Total	40,147,980	40,586,060	46,546,620	5,960,560	46,398,120
Internal Service Funds	0	0	0	0	0
Total	40,147,980	40,586,060	46,546,620	5,960,560	46,398,120
Consolidated Plan Projects	510,000	393,860	393,860	0	393,860
Program Revenue	18,297,400	18,114,750	30,991,560	12,876,810	32,249,850
Total Full-time Equivalent Positions	399.59	427.38	468.70	41.32	468.70

Departmental Budgets

Health



Department Programs

1. Health Administration
2. Health Centers
3. Community Health and Environmental Services
4. Maternal and Infant Health
5. School & Adolescent Health

Program Summaries

Program 1: Health Administration

Description: Provides professional, technical, and administrative support to the Board of Health and staff.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	2,908,470	3,272,260	3,291,180	18,920	3,274,150
Employee Benefits	1,232,070	1,047,330	1,086,320	38,990	1,167,510
Other Expenses	1,182,200	1,196,430	1,117,140	(79,290)	1,138,040
Properties	0	3,000	3,000	0	2,940
Debt Service	120,130	117,700	122,250	4,550	119,680
Operating Total	5,442,870	5,636,720	5,619,890	(16,830)	5,702,320
Internal Service Funds	0	0	0	0	0
Total	5,442,870	5,636,720	5,619,890	(16,830)	5,702,320
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	5,546,000	3,898,000	935,900	(2,962,110)	973,600
Total Full-time Equivalent Positions	49.75	52.50	52.00	(0.50)	52.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(13,970)	(0.50)	All Funds	This program reflects an all funds decrease, which is primarily due to a reduction in miscellaneous non-personnel cost, an increase in position vacancy allowance and the reduction of 0.5 FTE.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(2,860)	0.00	0	0.00	General Fund	This reduction represents a one-time decrease in the non-personnel budget.



Program 2: Health Centers

Description: Elm Street, Cann, Millvale, Northside, Price Hill and Clement Health Centers provide safety net preventive and primary care services to all Cincinnatians who are uninsured or underinsured.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	9,146,190	9,922,230	11,243,050	1,320,820	10,533,550
Employee Benefits	4,130,730	3,421,880	4,173,850	751,970	4,182,150
Other Expenses	3,927,920	4,296,090	5,746,020	1,449,930	5,805,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	17,204,840	17,640,200	21,162,920	3,522,720	20,521,300
Internal Service Funds	0	0	0	0	0
Total	17,204,840	17,640,200	21,162,920	3,522,720	20,521,300
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	5,508,000	7,099,950	19,286,660	12,186,710	20,097,200
Total Full-time Equivalent Positions	149.01	152.18	181.70	29.52	181.70

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
3,522,720	29.52	All Funds	This program reflects an all funds increase, which is primarily due to an increase in the Medicaid eligible patient population resulting from the Federal Medicaid Expansion grant to the State of Ohio, the Cincinnati Health Department's lead role in the Federal Health Resources Services Administration grant, and an increase in federal grants to expand school-based health centers.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(708,110)	(5.00)	(722,120)	(5.00)	General Fund	This reduction transfers 5 positions from the General Fund to non-General Funds, special revenue funds.
496,930	3.00	508,060	3.00	Health Services	
211,180	2.00	214,060	2.00	Federal Health Program Income	

Departmental Budgets

Health



Program 3: Community Health and Environmental Services

Description: This program operates the Health Promotion grant, the Immunization Action Plan grant, the lead inspection and abatement program and grants, the Public Employee Assistance Program (PEAP), the Environmental Health programs, and Vital Records.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	3,698,180	3,660,700	3,582,320	(78,380)	3,582,420
Employee Benefits	1,645,790	1,221,900	1,270,330	48,430	1,345,670
Other Expenses	1,762,450	1,478,180	1,366,790	(111,390)	1,386,180
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,106,420	6,360,780	6,219,440	(141,340)	6,314,270
Internal Service Funds	0	0	0	0	0
Total	7,106,420	6,360,780	6,219,440	(141,340)	6,314,270
Consolidated Plan Projects	510,000	393,860	393,860	0	393,860
Program Revenue	3,843,400	565,800	3,539,400	2,973,600	3,660,400
Total Full-time Equivalent Positions	82.48	80.80	73.47	(7.33)	73.47

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
480,450	(0.33)	All Funds	This program reflects an all funds increase, which is primarily due to the award of community and environmental health related federal grants. However, the General Fund component of this all funds program budget decreases with a corresponding decrease in General Fund supported FTE.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(621,820)	(7.00)	(630,810)	(7.00)	General Fund	This reduction represents the transfer of the Private Lot Abatement project from the Health Department to the Department of Public Services.



Program 4: Maternal and Infant Health

Description: This program operates the Community Nursing program; the Women, Infants, and Children (WIC) grant, and the Reproductive Health grant.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	3,253,840	2,972,320	3,503,650	531,330	3,535,150
Employee Benefits	1,532,660	1,077,180	1,317,760	240,580	1,420,460
Other Expenses	1,207,590	1,082,490	1,458,290	375,800	1,459,870
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,994,090	5,131,990	6,279,700	1,147,710	6,415,480
Internal Service Funds	0	0	0	0	0
Total	5,994,090	5,131,990	6,279,700	1,147,710	6,415,480
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	1,265,000	5,290,000	4,025,000	5,501,250
Total Full-time Equivalent Positions	71.95	66.80	73.03	6.23	73.03

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,147,710	6.23	All Funds	This program reflects an all funds increase, which is primarily due to the award of maternal and infant health related federal grants. However, the General Fund component of this all funds program budget decreases with a corresponding decrease in General Fund supported FTE.

Departmental Budgets

Health



Program 5: School & Adolescent Health

Description: School & Adolescent Health programs provide vision and hearing screenings, health assessments, medical referrals, immunizations, lead testing, and follow up for children who attend 43 targeted Cincinnati Public Schools.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	2,630,560	3,843,850	4,689,210	845,360	4,752,620
Employee Benefits	1,253,040	1,419,720	1,789,570	369,850	1,912,900
Other Expenses	516,160	552,800	785,890	233,090	779,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	4,399,760	5,816,370	7,264,670	1,448,300	7,444,750
Internal Service Funds	0	0	0	0	0
Total	4,399,760	5,816,370	7,264,670	1,448,300	7,444,750
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	3,400,000	5,286,000	1,939,600	(3,346,400)	2,017,400
Total Full-time Equivalent Positions	46.40	75.10	88.50	13.40	88.50

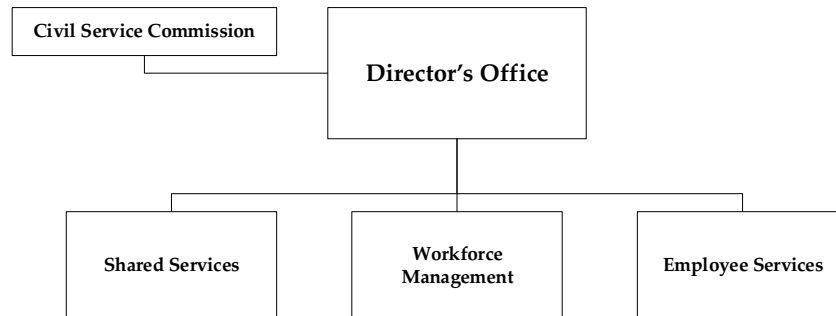
Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,448,300	13.40	All Funds	This program reflects an all funds increase, which is primarily due to an increase in the Medicaid eligible patient population resulting from the Federal Medicaid Expansion grant to the State of Ohio, the Cincinnati Health Department's lead role in the Federal Health Resources Services Administration (HRSA) grant, and an increase in federal grants to expand school-based health centers.



Human Resources

The mission of the Human Resources Department, in collaboration with its partners, is to promote, grow, hire, and sustain a diverse workforce that is skilled, valued, recognized and engaged in building tomorrow's government today.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,384,590	1,379,850	1,363,640	(16,210)	1,414,820
Employee Benefits	564,890	396,040	396,330	290	454,660
Other Expenses	277,070	298,300	314,320	16,020	319,240
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,226,550	2,074,190	2,074,290	100	2,188,720
Internal Service Funds	0	0	0	0	0
Total	2,226,550	2,074,190	2,074,290	100	2,188,720
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	22.10	21.10	22.10	1.00	23.10

Departmental Budgets

Human Resources



Department Programs

1. Workforce Management
2. Employee Services
3. Shared Services
4. Administration

Program Summaries

Program 1: Workforce Management

Description: Responsible for the Workforce Management function of the organization which includes: position management; classification and compensation; talent acquisition (recruitment, hiring and selection); classification and salary studies; and assessments.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	468,990	486,500	652,130	165,630	659,110
Employee Benefits	209,030	140,630	186,110	45,480	203,970
Other Expenses	82,170	91,840	107,280	15,440	108,780
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	760,190	718,970	945,520	226,550	971,860
Internal Service Funds	0	0	0	0	0
Total	760,190	718,970	945,520	226,550	971,860
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.10	9.10	12.10	3.00	12.10

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
226,550	3.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in personnel and benefit costs as well as increased costs related to contractual services. The change in FTE is due to the transfer of personnel from one program to another as well as the addition of a Human Resources Analyst position.



Program 2: Employee Services

Description: Responsible for Employee Services across the organization which includes: conflict resolution, legal compliance, talent management, labor negotiations, management, administration, professional development, and organizational effectiveness.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	414,190	365,980	256,930	(109,050)	258,190
Employee Benefits	150,080	102,360	78,030	(24,330)	85,220
Other Expenses	149,060	153,790	154,000	210	156,570
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	713,330	622,130	488,960	(133,170)	499,980
Internal Service Funds	0	0	0	0	0
Total	713,330	622,130	488,960	(133,170)	499,980
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	5.00	4.00	(1.00)	4.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(133,170)	(1.00)	All Funds	This program reflects an all funds decrease, which is primarily due to decreasing personnel and benefit costs. The change in FTE is due to the transfer of personnel from one program to another.

Departmental Budgets

Human Resources



Program 3: Shared Services

Description: Responsible for policy design/management, IT strategic planning and management, website design/management, strategic partnerships, budget development/monitoring, HR analytics, marketing, public information requests, and compliance/auditing.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	269,370	295,260	264,490	(30,770)	311,300
Employee Benefits	111,960	87,030	80,980	(6,050)	110,860
Other Expenses	5,150	6,350	6,960	610	7,050
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	386,480	388,640	352,430	(36,210)	429,210
Internal Service Funds	0	0	0	0	0
Total	386,480	388,640	352,430	(36,210)	429,210
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00	5.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(85,690)	(1.00)	All Funds	This program reflects an all funds decrease, which is primarily due to decreasing personnel and benefit costs. The change in FTE is due to the transfer of personnel from one program to another.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
0	0.00	69,790	1.00	General Fund	This represents the addition of a Human Resources Analyst to the Shared Services program in FY 2017.
49,480	1.00	51,140	1.00	General Fund	The change in FTE is due to the transfer of personnel from one program to another.



Program 4: Administration

Description: Oversight responsibility for the strategic direction of the Human Resources Department to include serving as the Secretary, Chief-Examiner.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	232,040	232,110	190,090	(42,020)	186,220
Employee Benefits	93,820	66,020	51,210	(14,810)	54,610
Other Expenses	40,690	46,320	46,080	(240)	46,840
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	366,550	344,450	287,380	(57,070)	287,670
Internal Service Funds	0	0	0	0	0
Total	366,550	344,450	287,380	(57,070)	287,670
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	2.00	(1.00)	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(7,590)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to decreasing personnel and benefit costs. The change in FTE is due to the transfer of personnel from one program to another.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(49,480)	(1.00)	(51,140)	(1.00)	General Fund	The change in FTE is due to the transfer of personnel from one program to another.

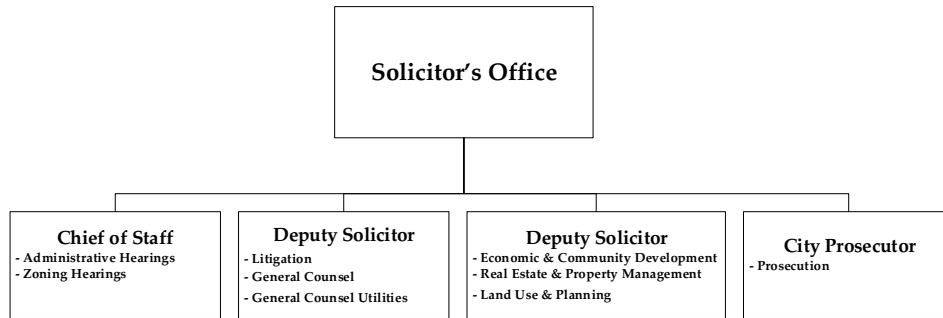


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Law

The mission of the Law Department is to provide the highest quality legal services to all City of Cincinnati departments and officials in service of the citizens of Cincinnati, to do justice for the community, and to protect and defend the Charter and the Municipal Code.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	3,943,370	4,015,660	4,367,570	351,910	4,430,500
Employee Benefits	1,581,510	1,152,950	1,338,600	185,650	1,484,000
Other Expenses	701,170	658,150	658,020	(130)	669,200
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,226,050	5,826,760	6,364,190	537,430	6,583,700
Internal Service Funds	414,450	387,200	557,350	170,150	459,140
Total	6,640,500	6,213,960	6,921,540	707,580	7,042,840
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,582,500	1,175,000	2,140,000	965,000	2,140,000
Total Full-time Equivalent Positions	66.20	70.20	73.00	2.80	74.20

Departmental Budgets

Law



Department Programs

1. Administration
2. Civil Litigation
3. Administrative Hearings
4. Community Prosecution
5. Economic and Community Development
6. General Counsel
7. Labor and Employment
8. Prosecution
9. Property Management and Real Estate

Program Summaries

Program 1: Administration

Description: The Administration and Support Services Division provides all non-attorney support to the department including clerical, personnel, claims, assessment, and budget matters.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	396,640	343,780	464,170	120,390	464,920
Employee Benefits	126,870	70,780	108,630	37,850	117,180
Other Expenses	13,420	14,180	14,350	170	14,590
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	536,930	428,740	587,150	158,410	596,690
Internal Service Funds	0	0	110,000	110,000	0
Total	536,930	428,740	697,150	268,410	596,690
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	390,000	390,000	390,000
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00	4.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
158,410	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel and benefit costs. There is no change in FTE.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
110,000	0.00	0	0.00	Property Management	This represents increased funding for deteriorating floors and peeling paint.



Program 2: Civil Litigation

Description: The Civil Litigation Section represents the City in civil litigation in Federal and State Courts, defends against and prosecutes claims on behalf of the City, and investigates and processes claims related to damages to property filed by citizens.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	654,800	763,260	593,290	(169,970)	700,840
Employee Benefits	284,120	276,950	244,350	(32,600)	321,670
Other Expenses	253,340	194,800	194,710	(90)	197,990
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,192,260	1,235,010	1,032,350	(202,660)	1,220,500
Internal Service Funds	0	0	45,000	45,000	45,000
Total	1,192,260	1,235,010	1,077,350	(157,660)	1,265,500
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	542,500	575,000	650,000	75,000	650,000
Total Full-time Equivalent Positions	12.20	12.20	13.00	0.80	14.20

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(261,840)	(1.00)	All Funds	This program reflects an all funds decrease, which is primarily due to decreasing personnel and benefit costs. The change in FTE is due to the transfer of personnel from one program to another.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
60,930	1.00	63,560	1.00	General Fund	The increase in FTE is primarily attributable to the addition of a Chronic Nuisance Legal Assistant position.
112,600	2.00	157,400	2.00	General Fund	The increase in FTE is attributable to the addition of a Senior Assistant City Solicitor position and a Legal Assistant position.
25,000	0.00	25,000	0.00	Property Management	This represents increased funding for Collections/Office of Administrative Hearings debt recovery software.
20,000	0.00	20,000	0.00	Property Management	This represents increased funding for upgraded document management software.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(34,850)	(0.20)	0	0.00	General Fund	This represents the elimination of a part-time vacant Law Clerk position.
(79,510)	(1.00)	0	0.00	General Fund	This represents the elimination of a vacant Assistant City Solicitor position.

Departmental Budgets

Law



Program 3: Administrative Hearings

Description: To ensure that municipal civil code violations are effectively enforced by conducting fair and impartial administrative hearings based on the Notices of Civil Offense issued by City departments.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	261,690	184,460	237,260	52,800	239,200
Employee Benefits	121,900	45,910	85,240	39,330	92,370
Other Expenses	50,180	51,870	51,850	(20)	52,730
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	433,770	282,240	374,350	92,110	384,300
Internal Service Funds	0	0	0	0	0
Total	433,770	282,240	374,350	92,110	384,300
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	500,000	600,000	1,100,000	500,000	1,100,000
Total Full-time Equivalent Positions	5.00	4.00	4.00	0.00	4.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
92,110	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel and benefit costs. There is no change in FTE.



Program 4: Community Prosecution

Description: Coordinates issues among City departments actively involved in addressing safety and quality of life issues critical to the stability of the community.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	132,070	76,220	74,270	(1,950)	74,850
Employee Benefits	60,440	22,850	17,370	(5,480)	19,560
Other Expenses	8,740	9,070	9,070	0	9,220
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	201,250	108,140	100,710	(7,430)	103,630
Internal Service Funds	0	0	0	0	0
Total	201,250	108,140	100,710	(7,430)	103,630
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	1.00	1.00	0.00	1.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(7,430)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to decreasing personnel and benefit costs. There is no change in FTE.

Departmental Budgets

Law



Program 5: Economic and Community Development

Description: Provide City agencies with legal advice and consultation related to publicly assisted economic development activities and provide legal services for the acquisition and disposition of City-owned real estate.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	526,150	532,500	628,090	95,590	643,720
Employee Benefits	166,880	100,630	139,980	39,350	157,300
Other Expenses	63,980	66,170	66,130	(40)	67,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	757,010	699,300	834,200	134,900	868,330
Internal Service Funds	0	0	0	0	0
Total	757,010	699,300	834,200	134,900	868,330
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	9.00	10.00	1.00	10.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(16,090)	(1.00)	All Funds	This program reflects an all funds net decrease, which is primarily due to decreasing personnel and benefit costs. The change in FTE is attributable to a position that was transferred to another City department as well as the significant Program Changes noted below.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
150,980	2.00	157,400	2.00	General Fund	The increase in FTE is attributable to the addition of a Senior Assistant City Solicitor and a Legal Assistant that support the Buildings and Inspections Administrative Board.



Program 6: General Counsel

Description: Provide legal advice, opinions, and legislation to the City Administration, to all departments under the City Manager, and to City Boards and Commissions. This section also provides legal services to City Council, including committee staff coverage.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	505,810	509,820	648,230	138,410	571,600
Employee Benefits	216,560	152,000	223,320	71,320	205,840
Other Expenses	127,570	131,890	131,830	(60)	134,040
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	849,940	793,710	1,003,380	209,670	911,480
Internal Service Funds	0	0	0	0	0
Total	849,940	793,710	1,003,380	209,670	911,480
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	7.00	8.00	9.00	1.00	9.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
209,670	1.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in personnel and benefit costs. The change in FTE is due to the transfer of personnel from one program to another.

Departmental Budgets

Law



Program 7: Labor and Employment

Description: Represent all City departments on charges filed before the Equal Opportunity Commission and the Ohio Civil Rights Commission, and provide legal staffing for the Civil Service Commission and the City's collective bargaining team.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	275,580	273,430	373,410	99,980	377,070
Employee Benefits	108,690	68,840	117,450	48,610	128,440
Other Expenses	70,000	72,380	72,340	(40)	73,540
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	454,270	414,650	563,200	148,550	579,050
Internal Service Funds	0	0	0	0	0
Total	454,270	414,650	563,200	148,550	579,050
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00	4.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
148,550	0.00	All Funds	This program reflects an all funds increase, which is due to no reimbursements budgeted in FY 2016.



Program 8: Prosecution

Description: Prosecuting misdemeanors, including all traffic and criminal cases brought before the Municipal Court for violation of criminal offenses occurring within the City.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,145,440	1,284,910	1,299,200	14,290	1,307,610
Employee Benefits	479,180	416,010	402,970	(13,040)	440,200
Other Expenses	110,670	114,410	114,360	(50)	116,260
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,735,290	1,815,330	1,816,530	1,200	1,864,070
Internal Service Funds	0	0	0	0	0
Total	1,735,290	1,815,330	1,816,530	1,200	1,864,070
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	20.00	22.00	22.00	0.00	22.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,200	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel costs. There is no change in FTE.

Departmental Budgets

Law



Program 9: Property Management and Real Estate

Description: Manage, lease and sell all City owned or leased real property. In addition, appraise, negotiate and acquire all real property needed by the City.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	45,190	47,280	49,650	2,370	50,690
Employee Benefits	16,870	(1,020)	(710)	310	1,440
Other Expenses	3,270	3,380	3,380	0	3,520
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	65,330	49,640	52,320	2,680	55,650
Internal Service Funds	414,450	387,200	402,350	15,150	414,140
Total	479,780	436,840	454,670	17,830	469,790
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	540,000	0	0	0	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00	6.00

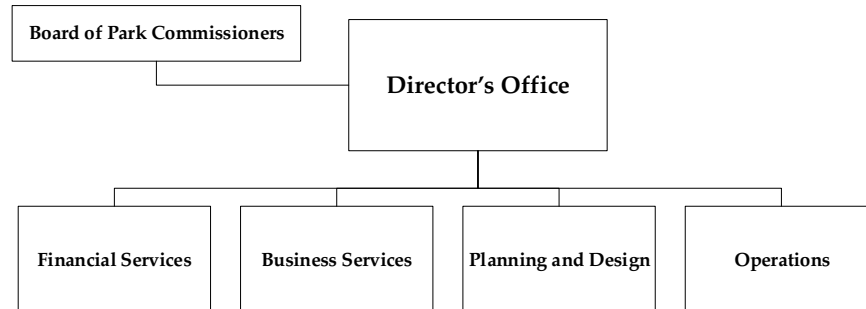
Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
2,680	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel costs. There is no change in FTE.



Parks

The mission of the Department of Parks is to conserve, manage, sustain, and enhance parks' natural and cultural resources and public green spaces for the enjoyment, enlightenment, and enrichment of the Cincinnati community.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	6,853,530	7,627,960	8,239,830	611,870	8,229,140
Employee Benefits	3,017,900	2,424,580	2,658,810	234,230	2,777,000
Other Expenses	4,940,120	5,380,780	5,680,640	299,860	5,717,320
Properties	30,000	30,000	30,000	0	30,000
Debt Service	0	0	0	0	0
Operating Total	14,841,550	15,463,320	16,609,280	1,145,960	16,753,460
Internal Service Funds	0	0	0	0	0
Total	14,841,550	15,463,320	16,609,280	1,145,960	16,753,460
Consolidated Plan Projects	85,000	0	0	0	0
Program Revenue	1,856,110	1,882,360	1,857,360	(25,000)	1,857,360
Total Full-time Equivalent Positions	191.23	243.45	244.45	1.00	244.45

Departmental Budgets

Parks



Department Programs

1. Director's Office
2. Operations & Facility Management
3. Urban Forestry
4. Planning & Design
5. Financial & Business Services
6. Krohn Conservatory
7. Explore Nature
8. Facility Maintenance
9. Customer Service

Program Summaries

Program 1: Director's Office

Description: The Director's Office manages the entire department according to the Park Board's annual Business Plan approved by the Board of Park Commissioners.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	163,510	169,460	173,310	3,850	171,130
Employee Benefits	65,630	48,010	48,160	150	51,670
Other Expenses	650	680	680	0	690
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	229,790	218,150	222,150	4,000	223,490
Internal Service Funds	0	0	0	0	0
Total	229,790	218,150	222,150	4,000	223,490
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
4,000	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide increase in personnel and benefit costs. There is no change in FTE.



Program 2: Operations & Facility Management

Description: This program provides the ongoing maintenance of the park system, which includes mowing, trimming, weeding, planting, watering, litter control and pruning according to the Park Board's maintenance standard guidelines.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	4,529,040	5,144,920	5,675,170	530,250	5,674,190
Employee Benefits	2,054,840	1,755,990	1,950,150	194,160	2,015,330
Other Expenses	2,703,140	3,001,550	3,135,210	133,660	3,178,070
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,287,020	9,902,460	10,760,530	858,070	10,867,590
Internal Service Funds	0	0	0	0	0
Total	9,287,020	9,902,460	10,760,530	858,070	10,867,590
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	761,610	762,000	762,000	0	762,000
Total Full-time Equivalent Positions	126.58	176.75	177.75	1.00	177.75

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
858,070	1.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in personnel and non-personnel costs associated with the first full year of Smale Riverfront Park - West Operations. The increase in FTE is due to an additional Park/Recreation Maintenance Crew Leader which is needed to support new facility mechanical and electrical needs.

Departmental Budgets

Parks



Program 3: Urban Forestry

Description: This program manages the City's Street Tree program. There are over 80,000 street trees between the curb and the sidewalk throughout the city. This program manages the annual assessment collected and spent to maintain these trees on a six-year cycle.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	477,650	496,050	504,980	8,930	508,550
Employee Benefits	245,830	181,000	186,210	5,210	200,880
Other Expenses	1,032,900	1,129,340	1,165,840	36,500	1,151,060
Properties	30,000	30,000	30,000	0	30,000
Debt Service	0	0	0	0	0
Operating Total	1,786,380	1,836,390	1,887,030	50,640	1,890,490
Internal Service Funds	0	0	0	0	0
Total	1,786,380	1,836,390	1,887,030	50,640	1,890,490
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.50	8.50	8.50	0.00	8.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
50,640	0.00	All Funds	This program reflects an all funds increase, which is primarily due to an increase in contractual services and personnel costs. There is no change in FTE.



Program 4: Planning & Design

Description: This program provides for ongoing capital improvements to all park infrastructure assets. It also is responsible for implementing the Park Board's overall Master Plan.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	12,690	93,820	50,910	(42,910)	42,670
Employee Benefits	(8,870)	(26,270)	(49,210)	(22,940)	(43,140)
Other Expenses	1,740	1,800	1,800	0	1,830
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,560	69,350	3,500	(65,850)	1,360
Internal Service Funds	0	0	0	0	0
Total	5,560	69,350	3,500	(65,850)	1,360
Consolidated Plan Projects	85,000	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.50	7.50	6.50	(1.00)	6.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(65,850)	(1.00)	All Funds	This program reflects a net decrease, which is primarily due to the transfer of a Senior Administrative Specialist position to the Customer Service Program.

Departmental Budgets

Parks



Program 5: Financial & Business Services

Description: This program provides for the financial and business oversight for the Park Board, which includes budgeting, finance, human resources, safety, training, procurement, technology, and oversight of the department's utilities, phones, and sewer charges.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	510,710	541,340	556,140	14,800	557,850
Employee Benefits	257,680	188,080	181,490	(6,590)	197,290
Other Expenses	670,090	678,710	668,230	(10,480)	667,270
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,438,480	1,408,130	1,405,860	(2,270)	1,422,410
Internal Service Funds	0	0	0	0	0
Total	1,438,480	1,408,130	1,405,860	(2,270)	1,422,410
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	137,000	177,000	177,000	0	177,000
Total Full-time Equivalent Positions	10.00	10.00	10.00	0.00	10.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(2,270)	0.00	All Funds	This program reflects a net decrease, which is primarily due to a reduction in contractual services and benefit costs. There is no change in FTE.



Program 6: Krohn Conservatory

Description: This program manages the ongoing operations of the Krohn Conservatory, which includes over 5,000 plants, and multiple events annually including six unique floral shows each year.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	528,540	539,230	564,990	25,760	565,970
Employee Benefits	186,750	141,420	164,140	22,720	169,760
Other Expenses	190,770	206,000	329,990	123,990	333,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	906,060	886,650	1,059,120	172,470	1,069,670
Internal Service Funds	0	0	0	0	0
Total	906,060	886,650	1,059,120	172,470	1,069,670
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	562,000	543,500	543,500	0	543,500
Total Full-time Equivalent Positions	14.50	14.50	14.50	0.00	14.50

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
172,470	0.00	All Funds	This program reflects a net increase, which is primarily due to additional costs for materials and supplies. There is no change in FTE.

Departmental Budgets

Parks



Program 7: Explore Nature

Description: This program provides more than 1,500 nature programs to the citizens of Cincinnati each year. The programs are a combination of free and paid and reach all social economic levels. The program also provides for enhanced awareness of nature.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	474,740	472,800	471,520	(1,280)	470,200
Employee Benefits	157,940	126,630	130,500	3,870	134,790
Other Expenses	38,760	40,060	52,650	12,590	52,350
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	671,440	639,490	654,670	15,180	657,340
Internal Service Funds	0	0	0	0	0
Total	671,440	639,490	654,670	15,180	657,340
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.15	15.20	15.20	0.00	15.20

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
15,180	0.00	All Funds	This program reflects a net increase, which is primarily due to additional costs associated with contractual services and supplies. There is no change in FTE.



Program 8: Facility Maintenance

Description: This program provides for reliable facilities and structures throughout the park system. This program performs over 1,300 preventive maintenance tasks each year, addresses emergency maintenance issues, and provides contractual oversight when needed.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	47,090	53,770	46,170	(7,600)	43,550
Employee Benefits	14,530	(23,390)	(4,760)	18,630	(5,610)
Other Expenses	108,530	110,900	110,860	(40)	112,730
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	170,150	141,280	152,270	10,990	150,670
Internal Service Funds	0	0	0	0	0
Total	170,150	141,280	152,270	10,990	150,670
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	7.00	7.00	0.00	7.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
10,990	0.00	All Funds	This program reflects a net increase, which is primarily due to an increase in reimbursements and citywide benefit costs. There is no change in FTE.

Departmental Budgets

Parks



Program 9: Customer Service

Description: This program provides oversight of customer service requests and special permitting, manages the rental process of park sites including premier facilities, and provides staffing at park concerts and events.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	109,560	116,570	196,640	80,070	195,030
Employee Benefits	43,570	33,110	52,130	19,020	56,030
Other Expenses	193,540	211,740	215,380	3,640	219,380
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	346,670	361,420	464,150	102,730	470,440
Internal Service Funds	0	0	0	0	0
Total	346,670	361,420	464,150	102,730	470,440
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	395,500	399,860	374,860	(25,000)	374,860
Total Full-time Equivalent Positions	2.00	2.00	3.00	1.00	3.00

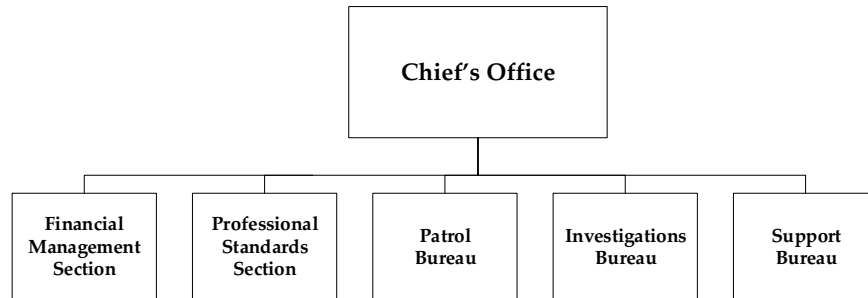
Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
102,730	1.00	All Funds	This program reflects a net increase, which is primarily related to the transfer of a Senior Administrative Specialist position from the Planning & Design program.



Police

The mission of the Cincinnati Police Department is to develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	79,360,740	81,682,620	86,739,650	5,057,030	88,323,100
Employee Benefits	33,273,930	30,900,060	32,885,960	1,985,900	33,778,930
Other Expenses	13,273,460	13,619,530	13,158,670	(460,860)	12,845,010
Properties	0	0	0	0	0
Debt Service	73,720	72,080	610,560	538,480	608,570
Operating Total	125,981,850	126,274,290	133,394,840	7,120,550	135,555,610
Internal Service Funds	0	0	0	0	0
Total	125,981,850	126,274,290	133,394,840	7,120,550	135,555,610
Consolidated Plan Projects	85,000	0	0	0	0
Program Revenue	2,906,620	2,730,000	2,933,000	203,000	2,933,000
Total Full-time Equivalent Positions	1,155.00	1,217.00	1,219.73	2.73	1,219.73

Departmental Budgets

Police



Department Programs

1. Neighborhood Policing
2. Special Operations
3. Special Investigations
4. Operations Support
5. Personnel Training and Support
6. Technology Support
7. General Administration and Support

Program Summaries

Program 1: Neighborhood Policing

Description: This program provides for the prevention, suppression, and investigation of crime through highly visible patrol activities and community partnerships in the Department's five Police Districts and the Central Business Section.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	48,907,400	51,816,310	55,698,120	3,881,810	58,000,520
Employee Benefits	20,156,380	18,953,470	20,366,950	1,413,480	21,301,810
Other Expenses	12,402,650	12,066,320	11,586,260	(480,060)	11,118,780
Properties	0	0	0	0	0
Debt Service	73,720	72,080	610,560	538,480	608,570
Operating Total	81,540,150	82,908,180	88,261,890	5,353,710	91,029,680
Internal Service Funds	0	0	0	0	0
Total	81,540,150	82,908,180	88,261,890	5,353,710	91,029,680
Consolidated Plan Projects	85,000	0	0	0	0
Program Revenue	878,820	475,000	775,000	300,000	775,000
Total Full-time Equivalent Positions	669.00	683.00	690.73	7.73	720.73

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
2,353,960	(27.27)	All Funds	This program reflects an all funds increase, which is primarily due to a citywide increase in personnel costs and an increase in personnel and benefit costs for additional sworn officers. The change in FTE in order to maintain current services is due to the attrition of sworn officers.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
600,000	0.00	600,000	0.00	General Fund	This represents an increase in Police Visibility Overtime (PVO).
2,001,590	25.00	2,133,500	25.00	General Fund	This represents an increase for a Lateral Entry Officer Class of sworn officers that began in March 2015.
398,210	10.00	661,170	10.00	General Fund	This increase represents ten positions previously held by sworn officers that will now be filled with civilians as part of the department's civilianization's efforts. The sworn officers will be re-deployed.



On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
0	0.00	0	0.00	General Fund	This represents an increase in debt service payments related to the acquisition of the 801 Linn Street facility and a corresponding decrease in building rent and lease payments that are being terminated as various police operations move to the new location.

Departmental Budgets

Police



Program 2: Special Operations

Description: This program provides specialized units for response to specific public safety issues such as Traffic Enforcement and Park Patrols.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	5,941,940	5,348,150	5,883,140	534,990	5,769,060
Employee Benefits	2,683,310	2,156,140	2,357,650	201,510	2,356,430
Other Expenses	560	1,110	1,070	(40)	1,130
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	8,625,810	7,505,400	8,241,860	736,460	8,126,620
Internal Service Funds	0	0	0	0	0
Total	8,625,810	7,505,400	8,241,860	736,460	8,126,620
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	87.00	78.00	84.00	6.00	84.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
736,460	6.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide increase in personnel costs and the transfer of sworn officers to this program. The change in FTE is due to the transfer of sworn officers from other functions.



Program 3: Special Investigations

Description: This program prevents and solves crime through a variety of crime-specific units such as Homicide and Vice and specialized techniques including scientific investigative services.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	10,917,410	11,209,720	10,496,430	(713,290)	10,304,980
Employee Benefits	4,848,110	4,470,560	4,275,390	(195,170)	4,284,400
Other Expenses	580	9,150	9,110	(40)	9,300
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	15,766,100	15,689,430	14,780,930	(908,500)	14,598,680
Internal Service Funds	0	0	0	0	0
Total	15,766,100	15,689,430	14,780,930	(908,500)	14,598,680
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	202.00	207.00	156.00	(51.00)	156.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(908,500)	(51.00)	All Funds	This program reflects an all funds decrease, which is primarily due to a reduction in personnel and benefit costs due to FTE reductions which are partially offset by a citywide increase in personnel costs. The change in FTE is due to the transfer of the Youth Services Program to Operations Support.

Departmental Budgets

Police



Program 4: Operations Support

Description: This program supports the line operations of the Department through supplies, transportation, police records, and custody of property involved in criminal activity.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	4,160,020	3,651,060	6,010,970	2,359,910	5,931,940
Employee Benefits	2,013,080	1,474,460	2,391,240	916,780	2,431,250
Other Expenses	580	51,150	10,980	(40,170)	52,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,173,680	5,176,670	8,413,190	3,236,520	8,415,190
Internal Service Funds	0	0	0	0	0
Total	6,173,680	5,176,670	8,413,190	3,236,520	8,415,190
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	89.00	75.00	145.00	70.00	145.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
3,236,520	70.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide increase in personnel costs and the transfer of FTE to this program. The change in FTE is due to the transfer of the Youth Services Program from Special Investigations.



Program 5: Personnel Training and Support

Description: This program provides support and training for all Department employees through employee relations and in-service training; and administers the recruiting, selection, and training of new officers.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	2,307,500	3,424,510	2,995,110	(429,400)	2,734,500
Employee Benefits	1,077,720	1,604,860	1,298,820	(306,040)	1,159,610
Other Expenses	395,490	1,001,980	755,490	(246,490)	907,610
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,780,710	6,031,350	5,049,420	(981,930)	4,801,720
Internal Service Funds	0	0	0	0	0
Total	3,780,710	6,031,350	5,049,420	(981,930)	4,801,720
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	38.00	100.00	72.00	(28.00)	42.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(1,566,140)	(58.00)	All Funds	This program reflects an all funds decrease, which is primarily due to the transfer of FTE from this program, which is partially offset by a citywide increase in personnel costs. The change in FTE is due to the transfer of sworn officers to other functions.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
584,250	30.00	200,030	0.00	General Fund	This represents an increase for a new Recruit Class to begin in February 2016 with 30 members.

Departmental Budgets

Police



Program 6: Technology Support

Description: This program supports all information technology systems and equipment used throughout the Department and includes systems development, implementation, and support; hardware and software purchase, installation, and maintenance; and systems coordination.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,121,600	1,367,050	1,424,360	57,310	1,415,990
Employee Benefits	485,210	537,730	548,410	10,680	580,120
Other Expenses	472,850	488,490	795,560	307,070	756,010
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	2,079,660	2,393,270	2,768,330	375,060	2,752,120
Internal Service Funds	0	0	0	0	0
Total	2,079,660	2,393,270	2,768,330	375,060	2,752,120
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	17.00	25.00	25.00	0.00	25.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
111,060	0.00	All Funds	This program reflects an all funds increase which is primarily due to a citywide increase in personnel costs. There is no change in FTE.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
105,000	0.00	105,000	0.00	General Fund	This represents an increase in technical parts, equipment, and expert services related to supporting and maintaining the Public Safety Camera system.
159,000	0.00	160,000	0.00	General Fund	This increase represents the renewal of software and licenses related to the LeadsOnline criminal investigation system and Public Engines crime analysis software.



Program 7: General Administration and Support

Description: This program directs and controls all Department activities and fiscal affairs; and administers the Department's community-relations programs and youth initiatives.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	6,004,870	4,865,820	4,231,520	(634,300)	4,166,110
Employee Benefits	2,010,120	1,702,840	1,647,500	(55,340)	1,665,310
Other Expenses	750	1,330	200	(1,130)	180
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	8,015,740	6,569,990	5,879,220	(690,770)	5,831,600
Internal Service Funds	0	0	0	0	0
Total	8,015,740	6,569,990	5,879,220	(690,770)	5,831,600
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,027,800	2,255,000	2,158,000	(97,000)	2,158,000
Total Full-time Equivalent Positions	53.00	49.00	47.00	(2.00)	47.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(756,700)	(3.00)	All Funds	This program reflects an all funds decrease, which is primarily due to FTE reductions and a reduction in lump sum reimbursements which are partially offset by a citywide increase in personnel costs. The change in FTE is due to the transfer of personnel to other functions.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
65,930	1.00	68,510	1.00	General Fund	This represents the addition of an Accounting Technician 2 position to support the False Alarm Ordinance in order to provide more timely revenue collection.

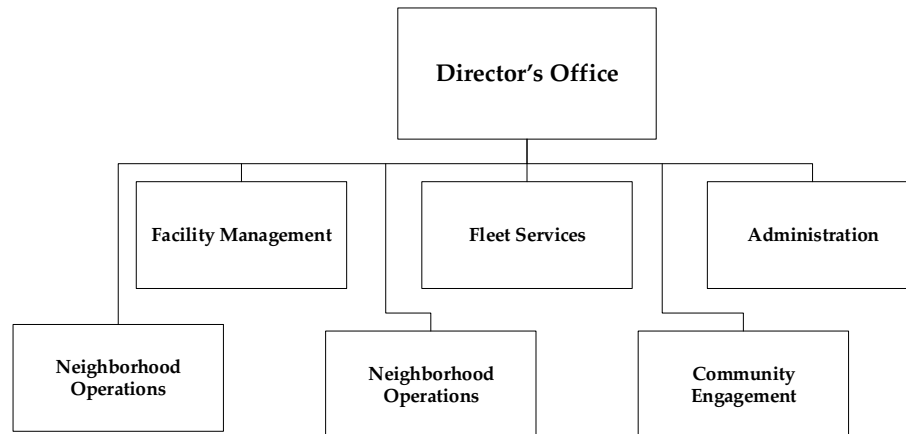


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Public Services

The mission of the Public Services Department is to be a service organization that promotes partnerships with neighborhood residents and businesses to solve problems and provide efficient management of public infrastructure and quality facility assets.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	14,158,190	14,841,980	15,510,410	668,430	15,488,730
Employee Benefits	7,084,420	5,474,440	5,675,520	201,080	6,059,720
Other Expenses	16,043,210	16,614,430	17,451,820	837,390	17,835,520
Properties	29,440	30,430	30,430	0	30,430
Debt Service	227,940	222,850	274,520	51,670	263,320
Operating Total	37,543,200	37,184,130	38,942,700	1,758,570	39,677,720
Internal Service Funds	17,165,040	16,991,640	17,474,290	482,650	17,633,140
Total	54,708,240	54,175,770	56,416,990	2,241,220	57,310,860
Consolidated Plan Projects	497,250	165,420	165,420	0	165,420
Program Revenue	19,311,930	19,019,510	19,983,160	963,650	19,983,160
Total Full-time Equivalent Positions	438.00	435.00	443.00	8.00	443.00



Department Programs

1. Fleet Services
2. Winter Maintenance
3. Director's Office
4. Special Operations
5. Traffic Control, Pavement & Structure Maint.
6. Residential Collections
7. Right of Way Maintenance
8. Property Management

Program Summaries

Program 1: Fleet Services

Description: This core focus program is dedicated to public safety and service excellence by providing to all City agencies the necessary equipment to perform their core service functions.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	84,200	85,080	89,200	4,120	87,730
Employee Benefits	52,600	42,830	46,390	3,560	47,700
Other Expenses	500	520	520	0	530
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	137,300	128,430	136,110	7,680	135,960
Internal Service Funds	17,165,040	16,991,640	17,474,290	482,650	17,633,140
Total	17,302,340	17,120,070	17,610,400	490,330	17,769,100
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	17,402,930	17,315,010	17,836,350	521,340	17,836,350
Total Full-time Equivalent Positions	69.00	70.00	70.00	0.00	70.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
7,680	0.00 All Funds	This program reflects an all funds increase, which is primarily due to a city wide net increase in personnel and benefit costs. There is no change in FTE.



Program 2: Winter Maintenance

Description: Clear streets following winter snowstorms by application of road salt and calcium chloride and, if necessary, by plowing the roads. This program pays for incremental cost increases resulting from snowstorms: overtime, materials, and contractual service.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	330,020	336,620	336,620	0	329,550
Employee Benefits	69,300	80,790	80,790	0	80,280
Other Expenses	376,470	821,150	821,870	720	835,890
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	775,790	1,238,560	1,239,280	720	1,245,720
Internal Service Funds	0	0	0	0	0
Total	775,790	1,238,560	1,239,280	720	1,245,720
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
720	0.00	All Funds	This program reflects a net increase which is due to standard non-personnel inflation of material costs.

Departmental Budgets

Public Services



Program 3: Director's Office

Description: This project provides administrative support to the Public Services Department including human resources, accounting, safety, and communications.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	622,710	738,870	728,330	(10,540)	727,610
Employee Benefits	227,270	191,480	220,750	29,270	240,770
Other Expenses	176,170	183,440	182,220	(1,220)	185,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,026,150	1,113,790	1,131,300	17,510	1,153,690
Internal Service Funds	0	0	0	0	0
Total	1,026,150	1,113,790	1,131,300	17,510	1,153,690
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	10.00	10.00	0.00	10.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
17,510	0.00	All Funds	This program reflects a net increase which is primarily due to a city wide net increase in benefit costs. There is no change in FTE.



Program 4: Special Operations

Description: This program provides funding for Keep Cincinnati Beautiful, dumpster access for City agencies, customer service, and maintenance of the Wesleyan Cemetery.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	706,870	633,520	520,050	(113,470)	519,430
Employee Benefits	342,900	235,560	184,520	(51,040)	193,870
Other Expenses	476,520	522,270	510,930	(11,340)	516,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,526,290	1,391,350	1,215,500	(175,850)	1,229,450
Internal Service Funds	0	0	0	0	0
Total	1,526,290	1,391,350	1,215,500	(175,850)	1,229,450
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	13.00	12.00	9.00	(3.00)	9.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(175,850)	(3.00)	All Funds	This program reflects a net decrease, which is primarily related to the deletion of a vacant Senior Customer Relations Representative position and the transfer of a Sanitation Specialist and a Senior Administrative Specialist to the Residential Collections program. This change is consistent with the department's reorganization plan.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(126,830)	(2.00)	(128,390)	(2.00)	General Fund	This represents the transfer of two Senior Customer Relationship Representative positions from the General Fund to the Street Construction, Maintenance, & Repair Fund.
126,830	2.00	128,390	2.00	Street Construction Maintenance & Repair	

Departmental Budgets

Public Services



Program 5: Traffic Control, Pavement & Structure Maint.

Description: This program provides repair and maintenance for all roadway signal, and lighting, potholes, pavement, curbs and other asphalt and concrete structures.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	4,543,650	4,685,280	4,801,970	116,690	4,846,580
Employee Benefits	2,593,940	1,821,790	1,864,790	43,000	2,045,290
Other Expenses	3,976,300	4,216,700	4,915,970	699,270	4,996,760
Properties	29,440	30,430	30,430	0	30,430
Debt Service	0	0	31,880	31,880	31,890
Operating Total	11,143,330	10,754,200	11,645,040	890,840	11,950,950
Internal Service Funds	0	0	0	0	0
Total	11,143,330	10,754,200	11,645,040	890,840	11,950,950
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	153.00	152.00	153.00	1.00	153.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
890,840	1.00	All Funds	This program reflects an all funds increase and an increase in FTE. The change is due to an increase in personnel costs resulting from the addition of a Service Area Coordinator position and internal promotions of existing staff as well as a citywide increase in employee benefit costs.



Program 6: Residential Collections

Description: This program provides curbside collection of solid waste, yard waste, tire collection, and white goods.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	4,663,730	4,769,900	4,988,420	218,520	4,919,910
Employee Benefits	2,219,760	1,750,860	1,809,350	58,490	1,872,200
Other Expenses	5,301,130	5,108,680	4,801,480	(307,200)	4,958,780
Properties	0	0	0	0	0
Debt Service	77,320	75,600	79,630	4,030	77,960
Operating Total	12,261,940	11,705,040	11,678,880	(26,160)	11,828,850
Internal Service Funds	0	0	0	0	0
Total	12,261,940	11,705,040	11,678,880	(26,160)	11,828,850
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,900,000	1,700,000	2,000,000	300,000	2,000,000
Total Full-time Equivalent Positions	115.00	113.00	115.00	2.00	115.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
135,600	3.00	All Funds	This program reflects a net decrease, which is primarily due to a reduction in contractual services and materials. The net decrease in this program is partially offset by an increase in FTE due to the transfer of a Sanitation Specialist and a Senior Administrative Specialist from the Special Operations program as well as a temporary double-fill of a Service Area Coordinator position. The change in FTE is consistent with the department's reorganization plan.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
105,430	1.00	106,870	1.00	General Fund	This represents the transfer of a Senior Administrative Specialist position from the Property Management program to the Residential Collections program.
(88,250)	(1.00)	(89,180)	(1.00)	General Fund	This represents the transfer of a Public Works Operations Supervisor from the Residential Collections program to the Right of Way Maintenance program.
(53,290)	(1.00)	(56,380)	(1.00)	General Fund	This represents a reduction of a vacant Laborer position. This is consistent with the department's reorganization plan.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(50,660)	0.00	0	0.00	General Fund	This represents a reduction in funding for data processing software.
(75,000)	0.00	0	0.00	General Fund	This represents a reduction in funding for temporary personnel services.

Departmental Budgets

Public Services



Program 7: Right of Way Maintenance

Description: This program provides clean, safe and aesthetically pleasing neighborhoods, streets and green space.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,923,600	2,063,420	2,468,790	405,370	2,468,350
Employee Benefits	978,680	855,960	963,930	107,970	1,014,650
Other Expenses	2,236,490	2,116,370	2,620,960	504,590	2,657,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,138,770	5,035,750	6,053,680	1,017,930	6,140,000
Internal Service Funds	0	0	0	0	0
Total	5,138,770	5,035,750	6,053,680	1,017,930	6,140,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	140,820	140,820	140,820
Total Full-time Equivalent Positions	50.00	49.00	57.00	8.00	57.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
142,900	0.00	All Funds	This program reflects a net increase, which is primarily due to a citywide net increase in personnel and benefit costs. There is no change in FTE.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
621,800	7.00	630,790	7.00	General Fund	This represents the transfer of the Private Lot Abatement Program from the Health Department to the Department of Public Services as approved by the City Council (Ordinance No. 044-2015).
165,000	0.00	165,000	0.00	General Fund	This represents an increase in funding for contractual services in the Private Lot Abatement Program.
88,250	1.00	89,180	1.00	Street Construction Maintenance & Repair	This represents the transfer of a Public Works Operations Supervisor position from the Residential Collections program to the Right of Way Maintenance program.



Program 8: Property Management

Description: This program provides management, architectural services and maintenance of all city-owned buildings.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,283,410	1,529,290	1,577,030	47,740	1,589,570
Employee Benefits	599,970	495,170	505,000	9,830	564,960
Other Expenses	3,499,630	3,645,300	3,597,870	(47,430)	3,685,100
Properties	0	0	0	0	0
Debt Service	150,620	147,250	163,010	15,760	153,470
Operating Total	5,533,630	5,817,010	5,842,910	25,900	5,993,100
Internal Service Funds	0	0	0	0	0
Total	5,533,630	5,817,010	5,842,910	25,900	5,993,100
Consolidated Plan Projects	497,250	165,420	165,420	0	165,420
Program Revenue	9,000	4,500	6,000	1,500	6,000
Total Full-time Equivalent Positions	29.00	29.00	29.00	0.00	29.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
25,890	1.00	All Funds	This program reflects a net increase, which is primarily due to a citywide increase in personnel and benefit costs. There is no change in FTE.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
0	(1.00)	(10)	(1.00)	Income Tax-Infrastructure	This represents the transfer of a Senior Administrative Specialist position from the Property Management program to the Residential Collections program.



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Recreation

The Cincinnati Recreation Commission is dedicated to providing recreational and cultural activities for all people in our neighborhoods and the whole community. We believe that by enhancing peoples personal health and wellness, we strengthen and enrich the lives of our citizens and build a spirit of community in our City.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	12,429,700	12,965,350	13,285,060	319,710	13,285,560
Employee Benefits	4,073,500	3,326,920	3,383,760	56,840	3,550,720
Other Expenses	10,752,730	10,342,600	10,187,430	(155,170)	9,817,930
Properties	37,780	39,060	39,060	0	38,520
Debt Service	734,580	721,240	732,770	11,530	724,420
Operating Total	28,028,290	27,395,170	27,628,080	232,910	27,417,150
Internal Service Funds	30,500	29,490	29,280	(210)	29,930
Total	28,058,790	27,424,660	27,657,360	232,700	27,447,080
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	6,692,550	6,151,500	6,151,500	0	6,151,500
Total Full-time Equivalent Positions	402.04	415.77	415.17	(0.60)	415.17



Department Programs

1. Support Services
2. West Region Community Center Operations
3. East Region Community Center Operations
4. Central Region Community Center Operations
5. Therapeutic Recreation
6. Seniors
7. Maintenance
8. Golf
9. Athletics
10. Aquatics

Program Summaries

Program 1: Support Services

Description: The Support Services Division sets department policies and is responsible for public relations, master planning, information technology, comprehensive financial management, oversight of records, and administration of the capital improvement plan.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,188,630	1,171,540	1,227,110	55,570	1,233,410
Employee Benefits	465,750	329,120	349,710	20,590	380,550
Other Expenses	341,820	342,510	398,750	56,240	402,030
Properties	37,780	39,060	39,060	0	38,520
Debt Service	0	0	0	0	0
Operating Total	2,033,980	1,882,230	2,014,630	132,400	2,054,510
Internal Service Funds	30,500	29,490	29,280	(210)	29,930
Total	2,064,480	1,911,720	2,043,910	132,190	2,084,440
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	292,550	251,500	251,500	0	251,500
Total Full-time Equivalent Positions	34.03	35.44	32.44	(3.00)	32.44

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
132,400	(3.00) All Funds	This program reflects an all funds increase, which is primarily due to a increase in personnel costs and increases in non-personnel. There is a 3.0 FTE decrease, which is primarily due to the elimination of an Administrative Specialist, Supervising Recreation Coordinator, and a Supervising Recreation Coordinator.



Program 2: West Region Community Center Operations

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the western portion of the city with social, athletic, educational, and recreational activities.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,998,180	2,107,250	2,177,240	69,990	2,178,080
Employee Benefits	692,690	550,240	568,330	18,090	591,680
Other Expenses	648,140	694,970	629,630	(65,340)	630,430
Properties	0	0	0	0	0
Debt Service	129,660	127,030	135,030	8,000	132,190
Operating Total	3,468,670	3,479,490	3,510,230	30,740	3,532,380
Internal Service Funds	0	0	0	0	0
Total	3,468,670	3,479,490	3,510,230	30,740	3,532,380
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	63.94	67.09	71.33	4.24	71.33

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
30,740	4.24	All Funds	This program reflects an all funds increase, which is primarily due to an increase in personnel costs. The decrease in non-personnel is mainly due to decreases in equipment and expert services. There is an increase of 4.24 FTE, which is primarily due to an increase in part-time personnel as well as the transfer of Community Center Directors from other recreation centers.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(63,000)	0.00	0	0.00	General Fund	This reduction represents the partial funding source shift from the General Fund to the Recreation Special Activities Fund 323 for some West Region center operations.
63,000	0.00	0	0.00	Recreation Special Activities	

Departmental Budgets

Recreation



Program 3: East Region Community Center Operations

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the eastern portion of the city with social, athletic, educational, and recreational activities.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,682,080	1,908,620	1,995,680	87,060	2,009,590
Employee Benefits	521,390	447,320	449,090	1,770	469,160
Other Expenses	585,360	603,630	559,920	(43,710)	565,130
Properties	0	0	0	0	0
Debt Service	118,470	116,080	124,080	8,000	121,470
Operating Total	2,907,300	3,075,650	3,128,770	53,120	3,165,350
Internal Service Funds	0	0	0	0	0
Total	2,907,300	3,075,650	3,128,770	53,120	3,165,350
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	65.01	68.56	69.02	0.46	69.02

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
53,120	0.46	All Funds	This program reflects an all funds increase, which is primarily due to a increase in personnel costs. The decrease in non-personnel is mainly due to decreases in equipment and sewerage services. There is a 0.46 FTE increase, which is primarily due to a transfer of part-time personnel.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
63,620	0.00	63,620	0.00	General Fund	This increase to the General Fund 050 represents a Recreation Special Activities Fund 323 bill back for personnel at the Oakley Recreation Center, which was submitted as on-going exception for FY 2015 in error. It should have been a one-time exception.
(63,620)	0.00	(63,620)	0.00	Recreation Special Activities	

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(132,000)	0.00	0	0.00	General Fund	This reduction represents the partial funding source shift from the General Fund to the Recreation Special Activities Fund 323 for some East Region center operations.
132,000	0.00	0	0.00	Recreation Special Activities	



Program 4: Central Region Community Center Operations

Description: The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the central portion of the city with social, athletic, educational, and recreational activities.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	2,051,080	2,133,160	2,268,810	135,650	2,290,410
Employee Benefits	699,700	560,270	565,080	4,810	590,700
Other Expenses	676,430	723,870	660,750	(63,120)	651,940
Properties	0	0	0	0	0
Debt Service	130,390	127,740	132,930	5,190	130,140
Operating Total	3,557,600	3,545,040	3,627,570	82,530	3,663,190
Internal Service Funds	0	0	0	0	0
Total	3,557,600	3,545,040	3,627,570	82,530	3,663,190
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	69.00	71.90	75.95	4.05	75.95

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
82,530	4.05	All Funds	This program reflects an all funds increase, which is primarily due to a increase in personnel costs. The decrease in non-personnel is mainly due to decreases in equipment and sundry fixed charges. There is a 4.05 FTE increase, which is primarily due to part-time transfers and an increase in a Community Center Director position.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
63,620	0.00	63,620	0.00	General Fund	This increase to the General Fund 050 represents a Recreation Special Activities Fund 323 bill back for personnel at the Clifton Recreation Center, which was submitted as on-going exception for FY 2015 in error. It should have been a one-time exception.
(63,620)	0.00	(63,620)	0.00	Recreation Special Activities	

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(102,000)	0.00	0	0.00	General Fund	This reduction represents the partial funding source shift from the General Fund 050 to the Recreation Special Activities Fund 323 for some Central Region center operations.
102,000	0.00	0	0.00	Recreation Special Activities	

Departmental Budgets

Recreation



Program 5: Therapeutic Recreation

Description: The Division is dedicated to providing high quality support services, training, and advocacy. Therapeutic recreation programs include both specialized and inclusive programming for adults and youth.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	657,400	689,950	579,710	(110,240)	577,790
Employee Benefits	214,880	179,580	183,480	3,900	193,890
Other Expenses	96,260	98,560	99,620	1,060	102,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	968,540	968,090	862,810	(105,280)	874,020
Internal Service Funds	0	0	0	0	0
Total	968,540	968,090	862,810	(105,280)	874,020
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	24.07	24.76	15.60	(9.16)	15.60

Adjustments to Costs to Maintain Current Budget

Budget	FTE Fund	Description
(105,280)	(9.16) All Funds	This program reflects an all funds decrease, which is primarily due to a decrease in personnel expenses. There is a 9.16 FTE decrease, which is primarily due to a decrease and transfer of part-time personnel.



Program 6: Seniors

Description: The Senior Division seeks to provide high quality recreation and leisure experiences to senior citizens of Cincinnati. These activities include a variety of social, athletic, cultural, educational, and recreational activities.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	312,740	382,950	361,940	(21,010)	362,570
Employee Benefits	63,690	86,240	85,830	(410)	89,110
Other Expenses	129,880	145,900	172,880	26,980	171,460
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	506,310	615,090	620,650	5,560	623,140
Internal Service Funds	0	0	0	0	0
Total	506,310	615,090	620,650	5,560	623,140
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	12.09	13.15	11.10	(2.05)	11.10

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
5,560	(2.05)	All Funds	This program reflects an all funds increase, which is primarily due to a increase in non-personnel. There is a 2.05 FTE decrease, which is primarily due to the elimination of two positions.

Departmental Budgets

Recreation



Program 7: Maintenance

Description: The Maintenance Division maintains the infrastructure of the department and provides clean and safe playgrounds, athletic fields, and recreation sites to improve the quality of life for all citizens of Cincinnati through quality recreation opportunities.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	2,517,040	2,632,490	2,671,150	38,660	2,648,190
Employee Benefits	1,069,990	880,520	877,520	(3,000)	919,100
Other Expenses	1,307,630	1,239,690	1,262,730	23,040	1,305,160
Properties	0	0	0	0	0
Debt Service	0	0	5,080	5,080	4,970
Operating Total	4,894,660	4,752,700	4,816,480	63,780	4,877,420
Internal Service Funds	0	0	0	0	0
Total	4,894,660	4,752,700	4,816,480	63,780	4,877,420
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	62.15	69.21	68.35	(0.86)	68.35

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
48,080	(0.86)	All Funds	This program reflects an all funds increase, which is primarily due to a increase in personnel costs and increases in non-personnel. There is a 0.86 FTE decrease, which is primarily due to the decrease in part-time personnel.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
15,700	0.00	15,700	0.00	General Fund	This increase represents the funding for chemicals and maintenance costs for Ziegler and Camp Washington Pools.



Program 8: Golf

Description: The Cincinnati Recreation Commission's Golf Division provides full service, high quality, and value-driven golf experiences to the citizens of Cincinnati.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	147,920	154,200	133,290	(20,910)	134,870
Employee Benefits	64,900	54,220	49,880	(4,340)	55,430
Other Expenses	6,220,970	5,676,310	5,590,430	(85,880)	5,164,870
Properties	0	0	0	0	0
Debt Service	356,060	350,390	335,650	(14,740)	335,650
Operating Total	6,789,850	6,235,120	6,109,250	(125,870)	5,690,820
Internal Service Funds	0	0	0	0	0
Total	6,789,850	6,235,120	6,109,250	(125,870)	5,690,820
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	6,400,000	5,900,000	5,900,000	0	5,900,000
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(125,870)	0.00	All Funds	This program reflects an all funds decrease, which is primarily due to a decrease in personnel costs. There is no change in FTE.

Departmental Budgets

Recreation



Program 9: Athletics

Description: The Athletics Division provides Cincinnati residents with fun, safe, and quality athletic programs.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	477,950	403,860	399,920	(3,940)	399,990
Employee Benefits	127,950	95,400	97,030	1,630	100,770
Other Expenses	500,110	534,210	536,060	1,850	546,390
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,106,010	1,033,470	1,033,010	(460)	1,047,150
Internal Service Funds	0	0	0	0	0
Total	1,106,010	1,033,470	1,033,010	(460)	1,047,150
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	11.98	10.89	10.51	(0.38)	10.51

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(460)	(0.38)	All Funds	This program reflects an all funds increase, which is primarily due to a decrease in personnel costs. There is a 0.38 FTE decrease, which is primarily due to a decrease in part-time personnel.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
52,290	0.00	52,290	0.00	General Fund	This increase to the General Fund 050 represents a Recreation Special Activities Fund 323 bill back for personnel in Athletics, which was submitted as on-going exception for FY 2015 in error. It should have been a one-time exception.
(52,290)	0.00	(52,290)	0.00	Recreation Special Activities	

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(65,000)	0.00	0	0.00	General Fund	This reduction represents the partial funding source shift from the General Fund to the Recreation Special Activities Fund for some athletics operations.
65,000	0.00	0	0.00	Recreation Special Activities	



Program 10: Aquatics

Description: The Aquatics Division not only provides open swimming at our neighborhood pools, but also a variety of diverse programs including swim team, water aerobics, swim lessons, and youth lifeguard training.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,396,680	1,381,330	1,470,210	88,880	1,450,660
Employee Benefits	152,560	144,010	157,810	13,800	160,330
Other Expenses	246,130	282,950	276,660	(6,290)	278,180
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,795,370	1,808,290	1,904,680	96,390	1,889,170
Internal Service Funds	0	0	0	0	0
Total	1,795,370	1,808,290	1,904,680	96,390	1,889,170
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	57.77	52.77	58.87	6.10	58.87

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
22,320	3.14	All Funds	This program reflects an all funds increase, which is primarily due to a increase in personnel costs. There is a 3.14 FTE increase, which is primarily due to an increase in part-time personnel.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
48,630	1.87	48,820	1.87	General Fund	This increase represents the funding for the operation of Ziegler and Camp Washington Pools. Ziegler Pool funding was cut in FY 2015. 3CDC raised funds to continue operations in FY 2015 while it developed a plan for Ziegler Park. Ziegler Pool needs funding restored for the entire FY 2016 pool season. Camp Washington Pool will be closed during the summer of 2015 because of an MSD project in the neighborhood but will reopen the summer of 2016. This funding represents one month's funding for the pool's June 2016 operations.
25,440	1.09	25,440	1.09	Recreation Special Activities	

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(65,000)	0.00	0	0.00	General Fund	This reduction represents partial funding source shift from the General Fund to the Recreation Special Activities Fund 323.
65,000	0.00	0	0.00	Recreation Special Activities	
(55,000)	0.00	0	0.00	General Fund	This reduction represents the partial funding source shift from the General Fund to the Armleder Projects Fund 444 for pool operations at Otto Armleder Memorial Aquatics Facilities.
55,000	0.00	0	0.00	Recreation Special Activities	

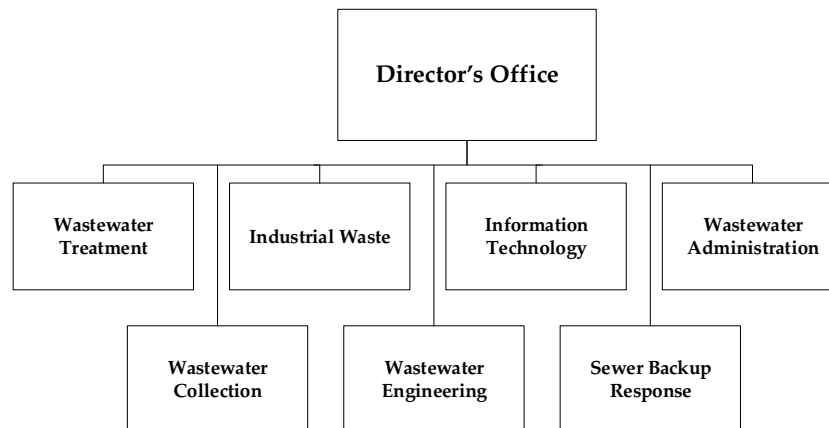


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Sewers

The mission of the Department of Sewers is to protect and enhance water quality and the environment by providing safe and efficient wastewater collection and treatment to our customers.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	33,651,610	31,156,660	38,018,500	6,861,840	38,740,890
Employee Benefits	15,746,020	11,210,510	14,072,380	2,861,870	14,339,760
Other Expenses	62,204,000	63,600,730	70,181,140	6,580,410	71,514,580
Properties	5,696,680	7,156,600	5,604,250	(1,552,350)	5,710,730
Debt Service	105,700,000	114,000,000	110,892,430	(3,107,570)	112,999,380
Operating Total	222,998,310	227,124,500	238,768,700	11,644,200	243,305,340
Internal Service Funds	0	0	0	0	0
Total	222,998,310	227,124,500	238,768,700	11,644,200	243,305,340
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	271,790,000	280,533,260	293,378,710	12,845,450	307,863,640
Total Full-time Equivalent Positions	699.46	717.00	717.00	0.00	717.00

Departmental Budgets

Sewers



Department Programs

1. Office of the Director/Administration
2. Wastewater Engineering
3. Information Technology
4. Wastewater Treatment
5. Wastewater Collection
6. Industrial Waste
7. Sewer Backup Response Program

Program Summaries

Program 1: Office of the Director/Administration

Description: Manage the department's centralized support services along with the overall leadership of the organization.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	4,341,740	4,256,570	3,961,660	(294,910)	4,036,940
Employee Benefits	1,632,110	1,270,570	1,330,940	60,370	1,356,250
Other Expenses	7,846,300	9,894,690	12,797,070	2,902,380	13,040,230
Properties	5,696,680	7,156,600	5,604,250	(1,552,350)	5,710,730
Debt Service	0	0	0	0	0
Operating Total	19,516,830	22,578,430	23,693,920	1,115,490	24,144,150
Internal Service Funds	0	0	0	0	0
Total	19,516,830	22,578,430	23,693,920	1,115,490	24,144,150
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	271,790,000	280,533,260	293,378,710	12,845,450	307,863,640
Total Full-time Equivalent Positions	58.00	79.00	79.00	0.00	79.00



Program 2: Wastewater Engineering

Description: Provide quality and on-time engineering services to internal and external customers.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	3,296,150	1,547,300	6,739,280	5,191,980	6,867,340
Employee Benefits	1,366,850	518,550	2,161,150	1,642,600	2,202,210
Other Expenses	6,278,200	735,670	1,333,840	598,170	1,359,180
Properties	0	0	0	0	0
Debt Service	105,700,000	114,000,000	110,892,430	(3,107,570)	112,999,380
Operating Total	116,641,200	116,801,520	121,126,700	4,325,180	123,428,110
Internal Service Funds	0	0	0	0	0
Total	116,641,200	116,801,520	121,126,700	4,325,180	123,428,110
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	128.00	145.00	145.00	0.00	145.00

Departmental Budgets

Sewers



Program 3: Information Technology

Description: Provide Information Systems planning, implementation, and support services.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,645,470	1,561,650	1,659,500	97,850	1,691,020
Employee Benefits	724,030	476,530	654,970	178,440	667,410
Other Expenses	3,628,900	3,724,060	3,889,350	165,290	3,963,240
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,998,400	5,762,240	6,203,820	441,580	6,321,670
Internal Service Funds	0	0	0	0	0
Total	5,998,400	5,762,240	6,203,820	441,580	6,321,670
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	26.73	24.00	24.00	0.00	24.00



Program 4: Wastewater Treatment

Description: Reclaim wastewater and return it to the environment.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	13,840,230	12,925,740	13,803,000	877,260	14,065,260
Employee Benefits	6,652,920	5,213,510	5,324,740	111,230	5,425,890
Other Expenses	24,633,160	26,055,760	28,318,690	2,262,930	28,856,730
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	45,126,310	44,195,010	47,446,430	3,251,420	48,347,880
Internal Service Funds	0	0	0	0	0
Total	45,126,310	44,195,010	47,446,430	3,251,420	48,347,880
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	258.00	249.00	249.00	0.00	249.00

Departmental Budgets

Sewers



Program 5: Wastewater Collection

Description: Collect wastewater and convey it to the regional wastewater reclamation facilities.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	6,822,370	7,379,590	8,022,150	642,560	8,174,580
Employee Benefits	3,552,800	2,638,820	2,986,260	347,440	3,043,010
Other Expenses	12,831,930	9,877,800	11,131,480	1,253,680	11,342,980
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	23,207,100	19,896,210	22,139,890	2,243,680	22,560,570
Internal Service Funds	0	0	0	0	0
Total	23,207,100	19,896,210	22,139,890	2,243,680	22,560,570
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	162.00	156.00	156.00	0.00	156.00



Program 6: Industrial Waste

Description: Monitor and regulate industrial and commercial customers, and provide analytical laboratory services.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	3,512,390	3,237,990	3,518,790	280,800	3,585,660
Employee Benefits	1,717,410	1,022,500	1,487,590	465,090	1,515,850
Other Expenses	1,475,960	1,610,930	1,894,300	283,370	1,930,290
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,705,760	5,871,420	6,900,680	1,029,260	7,031,800
Internal Service Funds	0	0	0	0	0
Total	6,705,760	5,871,420	6,900,680	1,029,260	7,031,800
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	63.73	61.00	61.00	0.00	61.00

Departmental Budgets

Sewers



Program 7: Sewer Backup Response Program

Description: Provide customer relief for capacity related sewer backups.

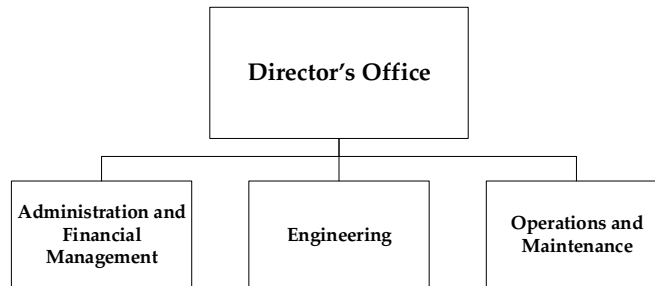
Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	193,260	247,820	314,120	66,300	320,090
Employee Benefits	99,900	70,030	126,730	56,700	129,140
Other Expenses	5,509,550	11,701,820	10,816,410	(885,410)	11,021,930
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	5,802,710	12,019,670	11,257,260	(762,410)	11,471,160
Internal Service Funds	0	0	0	0	0
Total	5,802,710	12,019,670	11,257,260	(762,410)	11,471,160
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00	3.00



Stormwater Management

The mission of the Stormwater Management Utility is to protect and enhance water quality and the environment by providing safe and efficient stormwater management to our customers.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,356,920	1,445,280	1,384,470	(60,810)	1,398,270
Employee Benefits	601,590	519,490	505,560	(13,930)	547,140
Other Expenses	4,732,120	4,807,800	4,867,020	59,220	4,929,560
Properties	87,050	110,000	110,000	0	110,000
Debt Service	719,690	700,490	682,590	(17,900)	0
Operating Total	7,497,370	7,583,060	7,549,640	(33,420)	6,984,970
Internal Service Funds	0	0	0	0	0
Total	7,497,370	7,583,060	7,549,640	(33,420)	6,984,970
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	9,507,000	10,447,660	11,564,300	1,116,640	11,664,900
Total Full-time Equivalent Positions	22.00	20.25	23.73	3.48	23.73

Departmental Budgets

Stormwater Management



Department Programs

1. Stormwater - Admin. & Financial Management
2. Stormwater - Engineering
3. Stormwater - Operations & Maintenance

Program Summaries

Program 1: Stormwater - Admin. & Financial Management

Description: Oversees the operational and financial functions of the Stormwater Management Utility (SMU).

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	200,770	216,920	203,160	(13,760)	207,270
Employee Benefits	64,850	100,640	66,100	(34,540)	72,170
Other Expenses	623,650	619,240	633,460	14,220	634,730
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	889,270	936,800	902,720	(34,080)	914,170
Internal Service Funds	0	0	0	0	0
Total	889,270	936,800	902,720	(34,080)	914,170
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	9,507,000	10,447,660	11,564,300	1,116,640	11,664,900
Total Full-time Equivalent Positions	3.00	1.00	3.00	2.00	3.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(34,080)	2.00	All Funds	This program reflects an all funds decrease, which is primarily due to a decrease in reimbursements which is partially offset by a citywide net increase in personnel costs as well as standard non-personnel inflation. The increase in FTE is attributable to an increased need for administrative support.



Program 2: Stormwater - Engineering

Description: This program includes planning and design of Capital Improvement Projects as well as facility planning, major improvements, rehabilitation, repair, and facility operations and maintenance for the City of Cincinnati's flood control facilities.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	553,700	576,910	556,630	(20,280)	559,530
Employee Benefits	244,650	193,070	203,350	10,280	221,920
Other Expenses	1,223,680	1,226,910	1,220,530	(6,380)	1,224,550
Properties	0	0	0	0	0
Debt Service	719,690	700,490	682,590	(17,900)	0
Operating Total	2,741,720	2,697,380	2,663,100	(34,280)	2,006,000
Internal Service Funds	0	0	0	0	0
Total	2,741,720	2,697,380	2,663,100	(34,280)	2,006,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	10.00	2.00	10.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
(34,280)	2.00	All Funds	This program reflects an all funds decrease, which is primarily due to an increase in position vacancy savings which is partially offset by a citywide net increase in personnel costs as well as standard non-personnel inflation. The increase in FTE is attributable to the need for two additional Wastewater Collection Inspector positions.

Departmental Budgets

Stormwater Management



Program 3: Stormwater - Operations & Maintenance

Description: This program provides support to customers, conducts condition assessment, as well as operational maintenance programs related to the existing storm drainage infrastructure of the Stormwater Management Utility (SMU).

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	602,450	651,450	624,680	(26,770)	631,470
Employee Benefits	292,090	225,780	236,110	10,330	253,050
Other Expenses	2,884,790	2,961,650	3,013,030	51,380	3,070,280
Properties	87,050	110,000	110,000	0	110,000
Debt Service	0	0	0	0	0
Operating Total	3,866,380	3,948,880	3,983,820	34,940	4,064,800
Internal Service Funds	0	0	0	0	0
Total	3,866,380	3,948,880	3,983,820	34,940	4,064,800
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	11.00	11.25	10.73	(0.52)	10.73

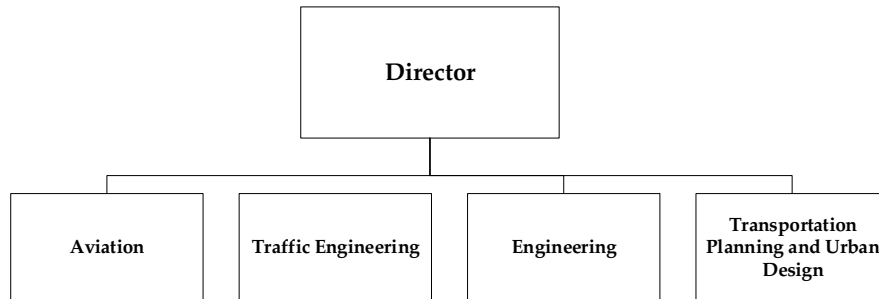
Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
34,940	(0.52)	All Funds	This program reflects an all funds increase, which is primarily due to a citywide net increase in personnel costs as well as standard non-personnel inflation which is partially offset by a reduction in lump sum payments. The decrease in FTE is attributable to a change related to a Co-Op/ Student Intern position.



Transportation & Engineering

The mission of the Department of Transportation and Engineering is to provide a safe and balanced transportation system that supports neighborhood livability and economic vitality.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	4,796,750	4,383,780	4,754,740	370,960	4,817,850
Employee Benefits	2,259,520	1,435,450	1,649,790	214,340	1,914,450
Other Expenses	4,031,320	4,586,240	4,407,660	(178,580)	4,518,190
Properties	112,000	115,710	115,010	(700)	77,210
Debt Service	68,790	64,050	233,610	169,560	267,860
Operating Total	11,268,380	10,585,230	11,160,810	575,580	11,595,560
Internal Service Funds	0	0	0	0	0
Total	11,268,380	10,585,230	11,160,810	575,580	11,595,560
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,542,100	2,512,100	2,923,000	410,900	2,923,000
Total Full-time Equivalent Positions	171.40	173.40	173.40	0.00	173.40



Department Programs

1. Director's Office
2. Transportation Planning and Urban Design
3. Engineering
4. Traffic Engineering
5. General Aviation

Program Summaries

Program 1: Director's Office

Description: This program provides leadership; establishes and manages relationships with citizens, City Council, community leaders, other City departments, and relevant local & regional organizations; and responds to customer and City Council requests.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	790,260	836,540	942,730	106,190	949,630
Employee Benefits	357,930	217,490	274,100	56,610	295,870
Other Expenses	111,140	215,000	189,930	(25,070)	219,440
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	1,259,330	1,269,030	1,406,760	137,730	1,464,940
Internal Service Funds	0	0	0	0	0
Total	1,259,330	1,269,030	1,406,760	137,730	1,464,940
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.00	16.00	16.00	0.00	16.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
162,730	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide increase in personnel and benefit costs.

One-Time Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(25,000)	0.00	0	0.00	General Fund	This decrease represents a reduction in temporary personnel for construction traffic coordination.



Program 2: Transportation Planning and Urban Design

Description: Responsible to improve citizens, mobility and quality of life through the City's vehicular, rail, bicycle, and pedestrian transportation systems. This program coordinates, designs, and prepares short and long-term plans for infrastructure improvements.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	241,450	161,370	206,140	44,770	211,140
Employee Benefits	118,730	78,630	64,880	(13,750)	82,600
Other Expenses	142,090	146,090	149,560	3,470	152,620
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	502,270	386,090	420,580	34,490	446,360
Internal Service Funds	0	0	0	0	0
Total	502,270	386,090	420,580	34,490	446,360
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.75	15.75	15.75	0.00	15.75

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
34,490	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide increase in personnel costs.

Departmental Budgets

Transportation & Engineering



Program 3: Engineering

Description: This program preserves and enhances the City's multimodal transportation system, including public roadways, bridges, and retaining walls. The program includes design, project management, construction review, and oversees private use of the right-of-way.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,691,380	1,281,170	1,457,710	176,540	1,482,240
Employee Benefits	833,780	426,920	564,270	137,350	717,020
Other Expenses	566,210	578,750	566,180	(12,570)	585,090
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	3,091,370	2,286,840	2,588,160	301,320	2,784,350
Internal Service Funds	0	0	0	0	0
Total	3,091,370	2,286,840	2,588,160	301,320	2,784,350
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	477,000	447,000	858,000	411,000	858,000
Total Full-time Equivalent Positions	100.65	101.65	101.65	0.00	101.65

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
301,320	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide increase in personnel and benefit costs.



Program 4: Traffic Engineering

Description: This program is responsible for the design, review, and supervision of traffic control, street lighting, and traffic signal systems. This program includes event and construction maintenance of traffic and requests for additional street lighting.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	1,375,960	1,394,430	1,422,900	28,470	1,440,610
Employee Benefits	621,230	446,360	476,840	30,480	529,170
Other Expenses	2,641,870	3,047,960	2,877,930	(170,030)	2,925,340
Properties	0	0	0	0	0
Debt Service	0	0	168,860	168,860	165,310
Operating Total	4,639,060	4,888,750	4,946,530	57,780	5,060,430
Internal Service Funds	0	0	0	0	0
Total	4,639,060	4,888,750	4,946,530	57,780	5,060,430
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	15,100	15,100	15,000	(100)	15,000
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
57,780	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide increase in personnel and benefit costs. This increase also reflects an increase in debt service pertaining to performance contracting, which is offset by a reduction in street light electricity costs.

Departmental Budgets

Transportation & Engineering



Program 5: General Aviation

Description: This program includes the operational and administrative oversight of the Lunken Municipal Airport and its strategic placement in the national aviation system plan, as well as ground maintenance for those City-owned portions of the Blue Ash Airport.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	697,700	710,270	725,260	14,990	734,230
Employee Benefits	327,850	266,050	269,700	3,650	289,790
Other Expenses	570,010	598,440	624,060	25,620	635,700
Properties	112,000	115,710	115,010	(700)	77,210
Debt Service	68,790	64,050	64,750	700	102,550
Operating Total	1,776,350	1,754,520	1,798,780	44,260	1,839,480
Internal Service Funds	0	0	0	0	0
Total	1,776,350	1,754,520	1,798,780	44,260	1,839,480
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,050,000	2,050,000	2,050,000	0	2,050,000
Total Full-time Equivalent Positions	13.00	13.00	13.00	0.00	13.00

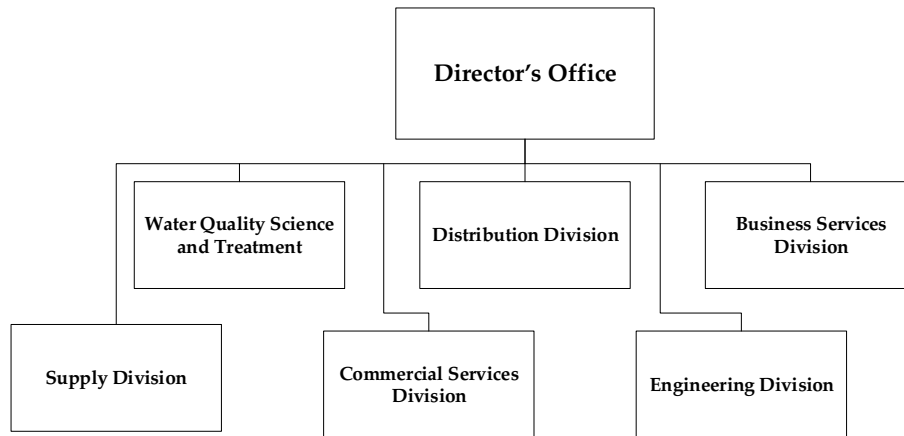
Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
44,260	0.00	All Funds	This program reflects an all funds increase, which is primarily due to a citywide increase in personnel and benefit costs as well as standard inflationary increases.



Water Works

The mission of the Greater Cincinnati Water Works is to provide its customers within our regional communities a plentiful supply of the highest quality water and outstanding services in a financially responsible manner.



Departmental Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	31,688,200	30,808,910	32,735,340	1,926,430	33,257,260
Employee Benefits	14,832,300	10,791,930	11,832,470	1,040,540	13,104,020
Other Expenses	37,069,590	38,609,670	41,585,220	2,975,550	42,116,370
Properties	1,001,150	1,034,280	1,053,930	19,650	1,053,930
Debt Service	48,180,320	53,485,060	55,033,920	1,548,860	55,033,920
Operating Total	132,771,560	134,729,850	142,240,880	7,511,030	144,565,500
Internal Service Funds	0	0	0	0	0
Total	132,771,560	134,729,850	142,240,880	7,511,030	144,565,500
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	149,140,790	143,267,490	144,500,000	1,232,520	146,000,000
Total Full-time Equivalent Positions	631.81	620.68	620.25	(0.43)	620.25

Departmental Budgets

Water Works



Department Programs

1. Departmental Support Services
2. Commercial Services
3. Supply
4. Distribution
5. Water Quality Science & Treatment
6. Engineering

Program Summaries

Program 1: Departmental Support Services

Description: This program is dedicated to managing the Department's central support services including financial management, information technology, procuring and maintaining the fleet, managing inventory, securing new customers, employee safety, and personnel.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	6,012,590	5,788,160	5,663,960	(124,200)	5,710,550
Employee Benefits	2,632,750	2,083,330	1,912,050	(171,280)	2,100,360
Other Expenses	5,509,310	5,310,500	6,021,580	711,080	6,348,130
Properties	1,001,150	1,034,280	1,053,930	19,650	1,053,930
Debt Service	48,180,320	53,485,060	55,033,920	1,548,860	55,033,920
Operating Total	63,336,120	67,701,330	69,685,440	1,984,110	70,246,890
Internal Service Funds	0	0	0	0	0
Total	63,336,120	67,701,330	69,685,440	1,984,110	70,246,890
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	149,140,790	143,267,490	144,500,000	1,232,520	146,000,000
Total Full-time Equivalent Positions	104.49	93.00	95.00	2.00	95.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,997,710	2.00	All Funds	This program reflects a Water Works Fund increase, which is primarily due to a citywide net increase in personnel costs as well as standard non-personnel inflation and an increase in debt service. The increase in FTE is due to the transfer of personnel to fulfill operational needs.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(96,780)	(1.00)	(98,440)	(1.00)	Water Works	This represents the transfer of an Assistant Treatment Superintendent position to the Supply Division from the Departmental Support Services Division resulting from department restructuring.
83,180	1.00	86,690	1.00	Water Works	This represents the transfer of a Senior Administrative Specialist position to the Departmental Support Services Division from the Commercial Services Division resulting from department restructuring.



Program 2: Commercial Services

Description: This program is dedicated to promoting strong client relationships as well as creating and promoting new business and service opportunities.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	3,529,560	3,197,400	3,365,840	168,440	3,551,230
Employee Benefits	1,516,360	952,220	1,088,100	135,880	1,249,700
Other Expenses	2,829,390	3,547,160	6,364,040	2,816,880	5,898,030
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	7,875,310	7,696,780	10,817,980	3,121,200	10,698,960
Internal Service Funds	0	0	0	0	0
Total	7,875,310	7,696,780	10,817,980	3,121,200	10,698,960
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	76.12	69.72	70.29	0.57	70.29

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
3,204,370	1.57	All Funds	This program reflects a Water Works Fund increase, which is primarily due to a citywide net increase in personnel costs as well as standard non-personnel inflation and an increase in costs related to changes in billing processes. The increase in FTE reflects a more accurate representation of part-time employees.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
(83,180)	(1.00)	(86,690)	(1.00)	Water Works	This represents the transfer of a Senior Administrative Specialist position to the Departmental Support Services Division from the Commercial Services Division resulting from department restructuring.

Departmental Budgets

Water Works



Program 3: Supply

Description: This program is responsible for the preventative, predictive, and reactive maintenance for all GCWW facilities and equipment.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	7,879,140	7,930,900	8,290,320	359,420	8,329,540
Employee Benefits	3,776,140	2,940,440	3,185,640	245,200	3,517,100
Other Expenses	14,008,320	15,084,620	14,744,460	(340,160)	15,007,050
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	25,663,600	25,955,960	26,220,420	264,460	26,853,690
Internal Service Funds	0	0	0	0	0
Total	25,663,600	25,955,960	26,220,420	264,460	26,853,690
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	149.00	149.96	145.96	(4.00)	145.96

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
167,690	(5.00)	All Funds	This program reflects a Water Works Fund increase, which is primarily due to a citywide net increase in personnel costs as well as standard non-personnel inflation. The decrease in FTE is due to the transfer of personnel to fulfill operational needs.

On-Going Significant Program Changes

FY 2016		FY 2017		Fund	Description
Budget	FTE	Budget	FTE		
96,780	1.00	98,440	1.00	Water Works	This represents the transfer of an Assistant Treatment Superintendent position to the Supply Division from the Departmental Support Services Division resulting from department restructuring.



Program 4: Distribution

Description: This program is responsible for the maintenance and repair of the water distribution system.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	8,329,930	7,951,850	8,842,060	890,210	8,849,840
Employee Benefits	4,237,740	3,218,440	3,614,720	396,280	3,890,270
Other Expenses	7,398,070	7,432,970	7,223,530	(209,440)	7,219,360
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	19,965,740	18,603,260	19,680,310	1,077,050	19,959,470
Internal Service Funds	0	0	0	0	0
Total	19,965,740	18,603,260	19,680,310	1,077,050	19,959,470
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	167.00	168.00	170.00	2.00	170.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
1,077,050	2.00	All Funds	This program reflects a Water Works Fund increase, which is primarily due to a citywide citywide net increase in personnel costs as well as standard non-personnel inflation. The increase in FTE is due to the transfer of personnel to fulfill operational needs.

Departmental Budgets

Water Works



Program 5: Water Quality Science & Treatment

Description: This program is responsible for source water quality activities and monitoring water quality throughout the distribution system.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	2,626,240	2,588,960	2,937,830	348,870	2,967,870
Employee Benefits	1,077,960	735,440	887,100	151,660	966,170
Other Expenses	6,213,790	6,123,590	5,947,740	(175,850)	6,408,020
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	9,917,990	9,447,990	9,772,670	324,680	10,342,060
Internal Service Funds	0	0	0	0	0
Total	9,917,990	9,447,990	9,772,670	324,680	10,342,060
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	42.46	44.00	45.00	1.00	45.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
324,680	1.00	All Funds	This program reflects a Water Works Fund increase, which is primarily due to a citywide net increase in personnel costs as well as standard non-personnel inflation which is partially offset by a decrease in chemicals. The increase in FTE is attributable to adjustments in part-time Co-Op/ Student Intern positions.



Program 6: Engineering

Description: This program is dedicated to maintaining plant facility records and developing the distribution system plans for the Utility.

Program Budget Summary

	FY 2014 Budget	FY 2015 Budget	FY 2016 Recommended	Change FY 2015 Budget to FY 2016	FY 2017 Recommended
Operating Budget					
Personnel Services	3,310,740	3,351,640	3,635,330	283,690	3,848,230
Employee Benefits	1,591,350	862,060	1,144,860	282,800	1,380,420
Other Expenses	1,110,710	1,110,830	1,283,870	173,040	1,235,780
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
Operating Total	6,012,800	5,324,530	6,064,060	739,530	6,464,430
Internal Service Funds	0	0	0	0	0
Total	6,012,800	5,324,530	6,064,060	739,530	6,464,430
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	92.74	96.00	94.00	(2.00)	94.00

Adjustments to Costs to Maintain Current Budget

Budget	FTE	Fund	Description
739,530	(2.00)	All Funds	This program reflects a Water Works Fund increase, which is primarily due to a citywide net increase in personnel costs as well as standard non-personnel inflation. The decrease in FTE is due to the transfer of personnel to fulfill operational needs.



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2015 CONSOLIDATED PLAN BUDGET

In each year of its five-year Consolidated Plan, the City submits an annual Consolidated Plan Budget. This budget provides funding for programs to help achieve Consolidated Plan goals. The current Consolidated Plan is a five-year plan for the period from 2015 to 2019 and is required for the receipt of grant funding from the U.S. Department of Housing and Urban Development (HUD). The 2015 Consolidated Plan Budget provides a summary of the elements in the Action Plan, a component of the five year plan. It includes the four entitlement grants received by the City: Community Development Block Grant (CDBG), Home Investment Partnerships Grant (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS/HIV (HOPWA).

The 2015 Consolidated Plan Budget provides the funding levels for the approved programs within the 2015 to 2019 Consolidated Plan. The Consolidated Plan resources for the 2015 Recommended Budget to HUD assumed continuation grant levels for the four grants outlined above. Ordinances for CDBG (Ordinance no. 0300-2014), HOME (Ordinance no. 0297-2014), ESG (Ordinance no. 0298-2014), and HOPWA (Ordinance no. 0299-2014) were approved by City Council on October 29, 2014. The Ordinances indicated that all program funding were to be proportionally increased or decreased to match the actual allocations. The 2015 Federal Budget was approved by Congress and signed by the President on February 17, 2015.

2015 Consolidated Plan Budget Overview

The 2015 Consolidated Plan Budget is consistent with the goals and objectives in the 2015 to 2019 Consolidated Plan and continues to focus on high impact projects that help transform neighborhoods. Program allocations in this budget reflect the needs of those neighborhoods where grant resources can most effectively leverage private investment, as identified in the 2015 to 2019 Consolidated Plan.

Table 1. **Approved Budget Summary**

FUND	2015 Estimated Amount	2015 Actual Allocation
Community Development Block Grant (CDBG)	\$11,059,989	\$10,885,036
Home Investment Partnerships Grant (HOME)	2,099,044	1,941,640
Emergency Solutions Grant (ESG)	915,979	985,850
Housing Opportunities for Persons with AIDS/HIV (HOPWA)	<u>672,660</u>	<u>674,537</u>
Consolidated Plan Total	\$14,747,672	\$14,487,063



The Resources in the 2015 Recommended Budget were based on estimated grant funding and locally-generated resources such as program income. Federal entitlement grant amounts are determined by a formula using several variables including census data, growth lag, and age of housing stock. Program income (primarily consisting of loan repayments, sales of loan portfolios, sales of property, and reimbursements) is estimated based on prior year amounts as well as an annualized projection of year-to-date receipts. Table X compares the Estimated Resources with the Allocation provided in the 2015 Federal budget

Table 2. **Resources**

Grant	2015 Estimated	2015 Allocation	Difference
CDBG			
Entitlement Grant	\$11,059,989	\$10,885,036	(\$174,953)
Program Income	1,300,000	1,300,000	0
Subtotal CDBG	\$12,359,989	\$12,185,036	(\$174,953)
HOME			
Entitlement Grant	\$2,099,044	\$1,941,640	(\$157,404)
Program Income	257,000	307,000	50,000
Subtotal HOME	\$2,356,044	\$2,248,640	(\$107,404)
ESG			
Entitlement Grant	\$915,979	\$985,850	\$69,871
Subtotal ESG	\$915,979	\$985,850	\$69,871
HOPWA			
Entitlement Grant	\$672,639	\$674,537	\$1,898
Subtotal HOPWA	\$672,639	\$674,537	\$1,898
Total	\$16,304,651	\$16,094,063	(\$210,588)

Consolidated Plan Program Limits and Regulations

The CDBG Program has statutory funding limitations that must be considered in developing budget recommendations. HUD requires that at least 70% of CDBG funding spent on activities every year must meet the national objective of benefiting low- and moderate-income persons. Activities not directly benefiting low- and moderate-income persons must meet the national objective of eliminating slum and



blight conditions, and up to 30% of the CDBG project appropriation can be budgeted for this purpose over the three year reporting period. Public service activities may comprise no more than 15% of the sum of the entitlement grant amount and prior year program income. The only exception to this rule is that new public services provided by a Community Based Development Organization (CBDO) may be funded in approved Neighborhood Revitalization Strategy Areas (NRSA). Those expenditures do not count against the regulatory cap on public services. Planning and general administration activities are limited to 20% of the sum of the entitlement grant amount and current year program income.

The other three Consolidated Plan grants have separate limits on administrative expenses as follows: HOME – 10% of grant amount and program income; ESG – 7.5% of grant amount; and HOPWA – 3% of grant amount.

Table 3 reflects the program limits and regulations as well as the City's adherence to these requirements for the 2015 Budget. The City will closely monitor the program caps throughout 2015.

Table 3. Consolidated Plan Program Caps

Program Cap	Limit	2015
		Recommended
CDBG Low/Mod Income Benefit	70% Min	74%
CDBG Public Services	15% Max	11%
CDBG Planning & Admin	20% Max	20%
HOME Planning & Admin	10% Max	10%
ESG Planning & Admin	7.5% Max	7.5%
HOPWA Planning & Admin	3% Max	3.0%

Recommended Consolidated Plan Highlights

- 1. \$12.1 million in Community Development Block Grant (CDBG) Funding in 2015.** The 2015 CDBG Budget totaled \$12,185,036 based on the \$10,885,036 entitlement grant and projected \$1,300,000 in program income. The 2015 grant allocation amount was a decreased by \$174,953 from the 2014 CDBG Grant. The 2015 Recommended Budget assumed no change in the grant level for CDBG in 2015.

In 2015, the budget includes \$3.14 million for neighborhood development, \$1.25 million for economic development programs, \$3.12 million for human services, and \$2.43 million for Planning, Administration and Debt Service.



The City's Planning and Administration costs include \$1.72 million in operating support for departments and \$0.75 million in Section 108 Debt Service.

2. **\$2.2 million in HOME Investment Trust Fund resources.** The 2015 HOME Budget totals \$2,248,640 based on \$1,941,640 in entitlement grant and \$150,000 in program income. The 2015 grant amount was a \$157,404 decrease from the 2014 HOME grant.
3. **\$985,850 in Emergency Solutions Grant (ESG) Funding.** The ESG projects are based on the recommendations provided by the Continuum of Care. The 2015 ESG Budget totals \$985,850, which is virtually the same as the 2014 ESG Budget of \$915,979. Funding for ESG Administration in 2015 is \$73,938, which is within the ESG regulatory limit of 7.5%
4. **\$674,537 in Housing Opportunities for Persons with AIDS (HOPWA) Funding.** The City serves as the grantee for the eligible metropolitan statistical area (EMSA) that includes 12 counties in the tri-state region. Grant funds must be expended to benefit AIDS patients throughout the region. The HOPWA Advisory Committee makes project funding recommendations. The 2015 HOPWA budget totals \$674,537, which is a \$1,898 increase above the 2015 HOPWA Budget. Funding for HOPWA Administration in 2015 is \$20,236, which is within the HOPWA regulatory limit of 3%.



Community Development Block Grant (CDBG) by Goal and Objective

	2015 Appropriated Budget	2015 Actual Budget	Change from 2015 Appropriation
Housing Objectives			
Homeownership Housing Development			
Core 4 Strategic Housing Program	\$430,000	\$423,395	(\$6,605)
Homeowner Rehab Loan Program	\$40,000	\$39,382	(\$618)
Homeownership Total	\$470,000	\$462,777	(\$7,223)
Homeownership Supportive Services			
Housing Repair Services	\$1,716,000	\$1,689,655	(\$26,345)
Emergency Mortgage Assistance	\$98,000	\$96,492	(\$1,508)
Compliance Assistance for the Elderly	\$132,000	\$129,970	(\$2,030)
Homeownership Supportive Services Total	\$1,946,000	\$1,916,117	(\$29,883)
Rental Housing Development			
Affordable Multi Family Rehab Program	\$100,000	\$98,460	(\$1,540)
Rental Housing Development Total	\$100,000	\$98,460	(\$1,540)
Renters Supportive Services			
Tenant Representation	\$145,000	\$142,770	(\$2,230)
Housing Choice Mobility Program	\$0	\$0	\$0
Renters Supportive Services Total	\$145,000	\$142,770	(\$2,230)
Promote Fair Housing			
Fair Housing Services	\$170,000	\$167,386	(\$2,614)
Promote Fair Housing Total	\$170,000	\$167,386	(\$2,614)
TOTAL NEIGHBORHOOD DEVELOPMENT	\$2,831,000	\$2,787,510	(\$43,000)



	2015 Appropriated Budget	2015 Actual Budget	Change from 2015 Appropriation
Other Community Needs			
Promote Business Development			
Small Business Services and Technical Assistance	\$125,000	\$123,077	(\$1,923)
NBD Improvement Program	\$920,000	\$905,874	(\$14,126)
Commercial and Industrial Development Total	\$1,045,000	\$1,028,951	(\$16,049)
Commercial and Industrial Site Redevelopment			
Strategic Program for Urban Redevelopment	\$225,000	\$221,542	(\$3,458)
Commercial and Industrial Site Redevelopment Total	\$225,000	\$221,542	(\$3,458)
Increase Economic Opportunities through Public Services			
Lead Hazard Testing Program	\$400,000	\$393,856	(\$6,144)
Blueprint For Success	\$82,000	\$80,736	(\$1,264)
Summer Youth Employment	\$960,000	\$945,260	(\$14,740)
Financial and Credit Union Services	\$0	\$0	\$0
Earned Income Tax Credit Outreach	\$1,000	\$986	(\$14)
Hand Up Initiative	\$1,387,000	\$1,365,706	(\$21,294)
Increase Economic Opportunities through Public Services Total	\$2,830,000	\$2,786,544	(\$43,456)
TOTAL ECONOMIC DEVELOPMENT	\$4,100,000	\$4,037,037	(\$62,963)



	2015 Appropriated Budget	2015 Actual Budget	Change from 2015 Appropriation
Quality of Life			
Slum and Blight Elimination			
Concentrated Code Enforcement	\$575,000	\$566,170	(\$8,830)
Hazard Abatement Program	\$869,000	\$855,656	(\$13,344)
Millcreek Greenway Restoration	\$0	\$0	\$0
Vacant Lot Reutilization	\$0	\$0	\$0
Future Blooms	\$0	\$0	\$0
Historic Structures Stabilization	\$175,000	\$172,310	(\$2,690)
Slum and Blight Elimination Total	\$1,619,000	\$1,594,136	(\$24,864)
Support For Nonprofits			
Operating Support for CDCs	\$320,000	\$315,084	(\$4,916)
Operating Support for Findlay Market	\$168,000	\$165,417	(\$2,583)
Support for Nonprofits Total	\$488,000	\$480,501	(\$7,499)
TOTAL QUALITY OF LIFE	\$2,107,000	\$2,074,637	(\$32,363)
Homeless Housing			
Code Enforcement Relocation	\$75,000	\$73,845	(\$1,155)
TOTAL HOMELESS HOUSING	\$75,000	\$73,845	(\$1,155)
PROJECTS TOTAL	\$9,113,000	\$8,973,029	(\$139,971)



	2015 Appropriated Budget
Planning, Administration & Debt Service	
Office of the City Manager	\$53,510
Budget and Evaluation	\$58,100
Accounts and Audits	\$131,500
Treasury	\$21,220
Trade and Development	\$1,430,900
Planning and Buildings	\$387,580
<i>Personnel and Non-Personnel Operating</i>	\$2,082,810
City Pensions	\$77,300
PEAP	\$1,600
Worker's Comp Insurance	\$9,600
Audit and Examiner's Fees	\$5,720
Indirect Costs	\$300,000
<i>Non-departmental Accounts</i>	\$394,220
<i>Section 108 Debt Service</i>	\$748,340
TOTAL PLANNING AND ADMINISTRATION	\$3,225,370



HOME Investment Partnership by Goal and Objective

	2015 Appropriated Budget	2015 Actual Budget	Change from 2015 Appropriation
Housing Objectives			
Homeownership Housing Development			
Core 4 Strategic Housing Program	\$0	\$0	\$0
Single Family Homeownership Development	\$0	\$0	\$0
CHDO Development Projects	\$315,000	\$305,263	(\$9,373)
Homeownership Total	\$315,000	\$305,263	(\$9,373)
Homeownership Supportive Services			
Down Payment Services	\$0	\$0	\$0
Homeownership Supportive Services Total	\$0	\$0	\$0
Rental Housing Development			
Affordable Multi Family Rehab Program	\$1,400,000	\$1,356,726	(\$43,274)
Rental Housing Development Total	\$1,400,000	\$1,356,726	(\$43,274)
Renters Supportive Services			
Tenant Based Rental Assistance (TBRA)	\$300,000	\$290,733	(\$9,267)
Renters Supportive Services Total	\$300,000	\$290,733	(\$9,267)
TOTAL NEIGHBORHOOD DEVELOPMENT	\$2,015,000	\$1,952,722	(\$62,278)

Appendices

Appendix A: Consolidated Plan Budget



	2015 Appropriated Budget	2015 Actual Budget	Change from 2015 Appropriation
Other Community Needs			
Operating Support for CHDOs			
Neighborhood Capacity Building and Technical Assistance	\$105,000	\$101,754	(\$3,246)
Operating Support for CHDOs Total	\$105,000	\$101,754	(\$3,246)
TOTAL ECONOMIC DEVELOPMENT	\$105,000	\$101,754	(\$3,246)
Homeless Housing			
Homeless Housing and Other Homeless Housing			
Homeless to Homes - Permanent Supportive Housing	\$0	\$0	\$0
Homeless Housing and Other Homeless Housing Total	\$0	\$0	\$0
TOTAL HOMELESS HOUSING	\$0	\$0	\$0
Planning, Administration and Debt Service	\$236,044	\$194,164	(\$41,880)
PROJECTS TOTAL	\$2,356,044	\$2,248,640	(\$107,404)



Emergency Solutions Grant (ESG) by Goal and Objective

	2015 Appropriated Budget	2015 Actual Budget	Change from 2015 Appropriation
Homeless Housing			
Homeless Housing and Other Homeless Housing Support Strategies to End Homelessness	\$450,000	\$450,000	\$0
Homeless Housing and Other Homeless Housing Support Total	\$450,000	\$450,000	\$0
 Homelessness Prevention			
Strategies to End Homelessness	\$397,281	\$461,912	\$64,631
 Homelessness Prevention Total	\$397,281	\$461,912	\$64,631
 TOTAL HOMELESS HOUSING	\$847,281	\$911,912	\$64,631
 Planning, Administration and Debt Service	\$68,698	\$73,938	\$5,240
 TOTAL ESG	\$915,979	\$985,850	\$69,871



Housing Opportunities for Persons with AIDS (HOPWA) by Goal and Objective

	2015 Appropriated Budget	2015 Actual Budget	Change from 2015 Appropriation
Special Populations Housing			
Operating Support for HIV/AIDS Housing Facilities			
Operating Support for HIV/AIDS Housing Facilities Total	\$215,000	\$215,606	\$606
Supportive Services for Persons with HIV/AIDS			
Supportive Services for Persons with HIV/AIDS Total	\$101,813	\$102,103	\$290
Housing Assistance for Persons with HIV/AIDS			
Housing Assistance for Persons with HIV/AIDS Total	\$335,647	\$336,592	\$945
TOTAL SPECIAL POPULATIONS HOUSING	\$652,460	\$654,301	\$1,841
Planning, Administration and Debt Service	\$20,179	\$20,236	\$57
TOTAL HOPWA	\$672,639	\$674,537	\$1,898



Background

In October 2014, the City Council approved funds for the creation of the Office of Performance and Data Analytics. In November, the City Manager hired its first Chief Performance Officer to lead the office. The Chief Performance Officer is charged with working with the City Manager to establish a comprehensive, integrated performance management program for the City that will include Performance Management Agreements, a CincyStat program, and an Innovation Lab focused on streamlining municipal processes. The intent of the program is to have a cumulative impact of delivering better, faster, and smarter services.

The following section in the budget is the product of the work done by the City Manager, Chief Performance Officer, and department heads to develop Performance Management Agreements for each department. These are annual agreements between the City Manager and department heads establishing priorities, goals, objectives, and measures to track and evaluate performance.

Through this process, approximately 100 department-level priority initiatives were identified for FY 2016 and over 1,500 data points identified for regular collection and reporting by city departments on operations. **These agreements are not perfect, but they represent beginning steps on the path to embedding a data-driven culture throughout the organization and making the City of Cincinnati the best managed local government in the country.**

Objectives of the Performance Management Agreements

- Establish priorities and focus for each department that integrates with the administration's five cross-cutting priorities.
- "make all work visible" - Lay-out department structure with a comprehensive list of goals, objectives, and measures
- Establish initial performance data to be collected, reported, and monitored

Guiding Principles in Creating the Performance Management Agreements

- **Create a flexible and adaptable structure.** It is important that this process integrates with the management and decision making structure of the agency. The process was content driven and not created to impose a rigid structure.
- **"Give credit where credit is due"** – The creation of the agreements limited redundancy in the process by incorporating any performance management and strategic planning that may have already been completed by the departments.
- **Increase alignment** of management content across the Department, City Manager's Office, Office of Budget and Evaluation.



Components

- **Management Structure.** This section provides a detailed, visual overview of the department's management structure.
- **Priorities.** This section identifies the priority initiatives and focus for the department.
- **Anticipated Challenges.** This section identifies major fiscal or operational challenges.
- **Department Goals and Objectives.** This section should represent a complete list of annual goals and objectives for the department. It was left up to the department head to determine the size and content of this list based on the work, size, and management of the agency.
- **Performance Data.** This is the list of performance data that agencies will be expected to report to the office. For the agencies participating directly in the CincyStat process, the data will serve as the foundation for the sessions.

Notes on Performance Data

- **Measures should help with managing the organization.** Departments were instructed to think of these as the questions to regularly ask of the different sections of the department in order to monitor and manage operations.
- **Start with what you have.** Agencies were guided to start with what data points they already have or could more easily obtain, and there were no set requirements for the number of measures. The appropriate amount of measures depends on the size, scope, and current state of the operation.
- **Data should be reliable.** It is important that there is a reliable methodology to regularly calculate the measure listed and to develop a methodology if it does not currently exist.
- **De-emphasize targets.**
- The focus of the exercise was on expanding the scope of what performance data could and should be collected. Departments were instructed not to focus on creating or estimating targets.
- **This is an iterative and ongoing process.** The set of measures published are not perfect and will never be complete. As the performance management conversation evolves, so will the measures that the departments track.

Summary and Moving Forward

This is the first year of the Performance Management Agreement initiative - the content will improve and evolve over time. As it does, alignment of the budget and the agreements will increase, and the agreements will help anchor all of the City's work.



Office of Budget and Evaluation

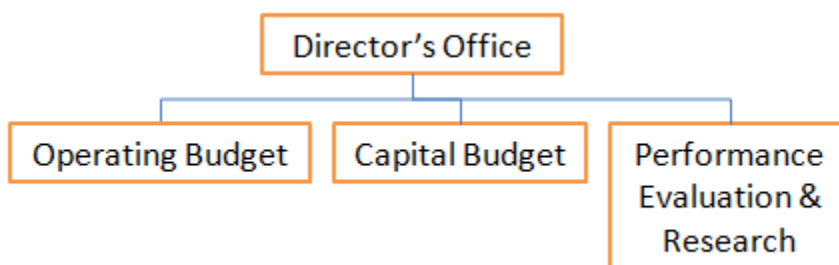
Performance Agreement

Department Head: Christopher Bigham

Department: Office of Budget and Evaluation

DEPARTMENT BACKGROUND

- **Management Structure.**



PRIORITIES

- **Structurally Balanced Budget.** Ensure that the annual budget is structurally balanced.
- **Results Budgeting.** Work with the Office of the City Manager and Office of Performance and Data Analytics to develop a plan for establishing an outcome based budgeting process.
- **Expenditure Monitoring, Control, and Reporting.** Develop methods for monitoring department expenditures monthly to prevent and anticipate budget shortfalls in the City departments and include this report as part of the CincyStat process.
- **Capital Improvement Program.** Develop a plan to ensure that the capital improvement program aligns with the future capital investment and monitoring needs of the City.
- **Procurement Reform and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to streamline the City's procurement processes while meeting economic inclusion goals.



Office of Budget and Evaluation

- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.

ANTICIPATED CHALLENGES

- **Structurally Balanced Budget.** A structurally balanced budget will be difficult to achieve given the reorganizations and additional budget requests for FY16. Will need to reduce other areas of the budget.
- **Staff turnover.** The Budget Department has been victim to extremely high staff turnover and there is no institutional knowledge from senior staff. Only one staff has tenure in the office of more than five years.

Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Develop the operating, capital, and consolidated plan budgets for the City of Cincinnati. Provide management support to initiatives that enhance service delivery, improve responsiveness and communications, and reduce the cost of service delivery.	Operating and Capital	Critical
Attainment of the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) every two years.	Operating and Capital	Critical

Performance Measures

Measure	2014 Actual	Fiscal Year or Calendar Year?	Data Source
Number of Outstanding Ratings received from GFOA	6	Fiscal Year	GFOA
Percentage increase in the number of 'Outstanding' ratings received from GFOA.	-70%	Fiscal Year	GFOA



Emergency Communications Center

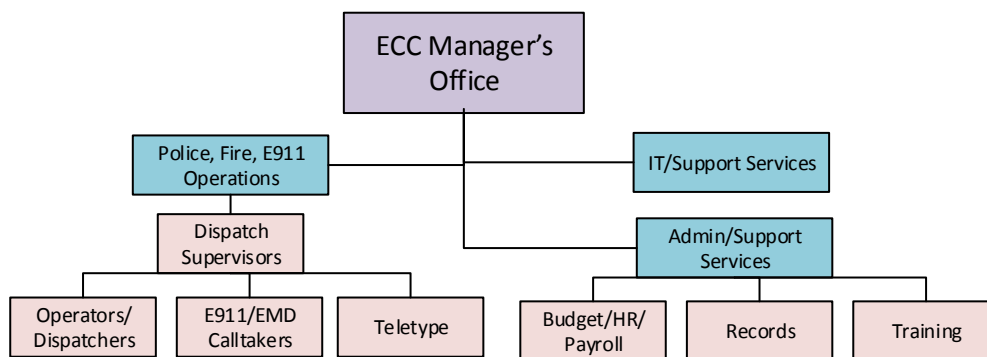
Performance Agreement

Department Head: Amity Bishop

Department: Emergency Communications Center

DEPARTMENT BACKGROUND

Management Structure



PRIORITIES

- **Call Answer Times.** Answer calls to the ECC within 10 seconds 90% of the time.
- **Calltaking and Dispatching Effectiveness.** In partnership with the Police Department and Fire Department, develop methodologies to continuously evaluate and improve the effectiveness of both call taker triage and dispatching.
- **Technology Modernization.** Work with the Police Department, Fire Department, and all relevant stakeholders to ensure a seamless transition to the new Computer Aided Dispatch (CAD) system that minimizes any operational disruptions to call taking and dispatch.
- **911 Education and Outreach.** Develop a plan to educate citizens on 911 processes



Emergency Communications Center

- **Staff Retention and Development.** Develop a plan to increase staff retention and track retention trends.
- **Procurement Reform and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to streamline the City's procurement processes while meeting economic inclusion goals.
- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.

ANTICIPATED CHALLENGES

New CAD System

- IT Staffing (lack of staff to support servers, GIS and supporting map layers)
- Training (Training team needed to support transition to new CAD system while maintaining current operations standards).
- Overtime requirements for current staff to practice and retain new CAD skills prior to go-live, and support current daily operations during training.

New 800 MHz upgrade

- Timing is very close to NEW CAD go-live
- Training will coincide with New CAD training

City Active Directory migration

- Getting servers upgraded to 2008
- Purchase of a storage sever and file server.

TXT to 911 implementation

- Testing Evaluation and Training
- Procedure development
- Records retention and records release

Staff Vacancies – 911 operations

- Training and retention of new hires

**Emergency Communications Center**Goals and Objectives

Goal/Objective
The goal of the Emergency Communications Center is to enhance safety for residents, visitors, and businesses of Cincinnati and emergency response personnel through better utilization of resources via strategy implementation designed to prioritize, process
Maintain an effective processing time for emergency police, fire, and medical incoming calls to dispatch.
City / County NEW CAD System
City 800 MHz Radio upgrade to Ohio MARCS
City Active Directory Migration
TXT to 911 implementation
Fill staff vacancies
Hiring Consulting Services – To evaluate “Training, Technology, Operations, etc”



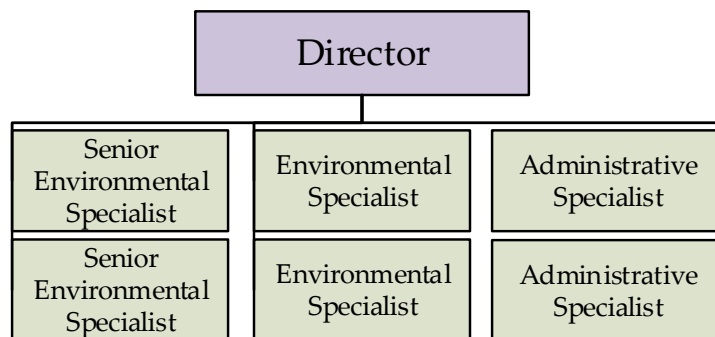
Performance Agreement

Department Head: Larry Falkin

Department: Office of Environment and Sustainability

DEPARTMENT BACKGROUND

Management Structure



PRIORITIES

- **Measuring Impact of Energy Efficiency Efforts.** For each energy efficiency initiative implemented by the Office, develop financial and energy reduction tracking measures to determine the impact of the initiative. Present this information to the City Manager for recently implemented initiatives and prior to moving forward with any planned initiatives.
- **Track Implementation of the Green Cincinnati Plan.** Develop and maintain a report showing the status of each GCP recommendation.
- **Procurement Reform and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to streamline the City's procurement processes while meeting economic inclusion goals.

**Office of Environment and Sustainability**

Customer Service. Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer feedback.

Goals and Objectives

Goal/Objective
Advance sustainability and environmental stewardship in City government and the broader community
Enhance energy management practices in City government and the broader community
Enhance sustainability, including climate protection and climate adaptation practices in City government and the broader community
Promote environmental regulatory compliance in City government
Promote recycling in City government and the broader community
Promote Urban Agriculture and local food throughout the City
Ensure that environmental assessments and remediation are performed when appropriate for Brownfields, City owned land, and land that the City may acquire. Ensure that contaminated soils are handled appropriately



Performance Measures

Measure	2014 Actual	Reporting Year
Percentage increase in the number of individuals receiving OES communication each year.	Est. Baseline	
Percentage of the Green Cincinnati Plan's recommendations implemented in accordance with the schedule contained therein.	Est. Baseline	
Recycling		
# of materials recycled at City facilities	Est. Baseline	
Percentage increase in the amount of material collected as a result of the curbside recycling program.	3.2%	Fiscal Year
Recycling Total (tons)	16,447	Fiscal Year
Recycling %	19.80%	Fiscal Year
# of City facilities with active recycling program	46	Fiscal Year
Curbside Recycling (tons)	15,995	Fiscal Year
Drop-Off Recycling (tons)	453	Fiscal Year
Environmental Audits		
Percentage of City Facilities where an environmental compliance audit was completed in the past calendar year.	19%	Fiscal Year
City Facility Environmental Audit Findings	45	Fiscal Year
City Facility environmental audit findings - corrections	134	Fiscal Year
Service Requests		
# of internal service requests received	Est. Baseline	
% of Internal service requests completed timely	Est. Baseline	
# of external service requests received	Est. Baseline	
% of external service requests completed timely	Est. Baseline	
Urban Agriculture		
# of parcels of City owned land in gardening/agricultural production	17 sites; 38 parcels	Calendar Year

**Office of Environment and Sustainability**

Measure	2014 Actual	Reporting Year
Energy Usage		
Achieve a 1% reduction in City Government use of non-renewable energy each year	172,002 ccf; 35,423,659 kWh	Fiscal Year
Achieve a 1% reduction in Commercial/Residential use of non-renewable energy each year	Est. Baseline	
Achieve a 2% reduction in City Government emission of green house gasses each year.	Est. Baseline	
Achieve a 2% reduction in community emission of green house gasses each year	Est. Baseline	
Citywide Fuel Usage - Gallons		
Diesel	801,465	Fiscal Year
Unleaded	1,069,579	Fiscal Year
Propane	37,916	Fiscal Year
E85	47,434	Fiscal Year
Total Gallons	1,956,394	Fiscal Year
Citywide Fuel Usage - Cost		
Diesel	\$2,920,470	Fiscal Year
Unleaded	\$3,877,424	Fiscal Year
Propane	\$89,167	Fiscal Year
E85	\$149,441	Fiscal Year
Total Cost	\$7,036,502	Fiscal Year



Office of Performance and Data Analytics

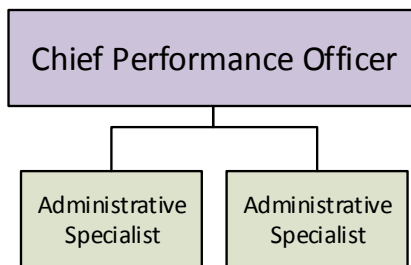
Performance Agreement

Chief Performance Officer: Chad Kenney

Department: Office of Performance and Data Analytics

DEPARTMENT BACKGROUND

Management Structure



PRIORITIES

- **Cumulative Impact.** Track the cumulative impact of the Office's efforts with the goal of having the office pay for itself over time. Cumulative impact includes improving the quality of the City's customer service, increasing organizational efficiency and reducing turnaround times that allows for the City to increase the volume of work completed, direct cost reductions, and revenue enhancements and/or increased collection rates where appropriate. The Chief Performance Officer should produce an annual report detailing the impact of the office.
- **Customer Service.** Prioritize improving the quality of the City's customer service within the office's performance management work with the departments. Work with the departments to catalog services provided to residents and develop metrics to evaluate the speed and quality of the services provided.
- **CincyStat Sessions.** Implement the full portfolio of CincyStat sessions.
- **Innovation Lab.** Finish developing the process for identifying Innovation Lab projects and preparing for Innovation Lab events. Processes of a customer service and transactional nature are a priority with an initial focus on permitting processes.



Office of Performance and Data Analytics

- **Performance Agreements.** For FY17, work with budget to further integrate the performance agreement process with the budget recommendation process.

ANTICIPATED CHALLENGES

- **Culture of Performance Management.** Since the performance management initiatives are new, success will require a culture change, which is always difficult. Therefore, spreading and emphasizing a culture of data driven management and accountability will be critical to success.

Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Cumulative Impact. Have a cumulative impact on customer service and the organization that pays for the costs of the office over time.	Performance & Data Analytics	Critical
CincyStat Portfolio. Have 6 concurrent departments or issue focused areas in the CincyStat portfolio by the end of FY16.	Performance & Data Analytics	Critical
CincyStat Sessions. Hold 100 CincyStat sessions	Performance & Data Analytics	Important
Innovation Lab Processes. Finish developing the process for identifying Innovation Lab projects and preparing for Innovation Lab events.	Performance & Data Analytics	Critical
Innovation Lab Events. Hold 4-5 Innovation Lab events in FY16.	Performance & Data Analytics	Important
Performance Agreements. Monitor the 25 performance agreements for FY16 progress and work with the City Manager, the Office of Budget & Evaluation, and the departments to implement the FY17 performance agreement updates.	Performance & Data Analytics	Critical
Efficiency Initiatives. Through our work with the Departments, complete at least 10 efficiency initiatives not including the Innovation Lab projects.	Performance & Data Analytics	Innovative
Analytics. Pending available resources, conduct a pilot predictive and/or data integration analytics project.	Performance & Data Analytics	Innovative
Open Data. Work with ETS to continuously add datasets to the Open Data Cincinnati platform.	Performance & Data Analytics	Important
Performance Data. Post performance data from CincyStat sessions online.	Performance & Data Analytics	Important



Performance Measures

Measure	2014 Actual	Reporting Year
Cumulative Impact (dollars)	Est. Baseline	
Number of departments/agencies in CincyStat portfolio meeting regularly	Est. Baseline	
Number of CincyStat sessions held	Est. Baseline	
Innovation Lab Events Held	Est. Baseline	
Number of efficiency initiatives completed (not including Innovation Lab projects)	Est. Baseline	
Number of performance agreements	Est. Baseline	
Number of analytics projects completed	Est. Baseline	
Total datasets posted on Open Data Cincinnati	Est. Baseline	
Number of datasets added to Open Data Cincinnati within the period	Est. Baseline	



Retirement Division

Performance Agreement

Department Head: Paula Tilsley

Department: Cincinnati Retirement System

PRIORITIES

Develop, implement and administer the components of the Federal Consent Decree upon its approval by the Court.

ANTICIPATED CHALLENGES

The Consent Decree is expected to require the development and implementation of five additional programs (stand alone Retiree Medical Trust, Rx Employer Group Waiver Program, MERP, DROP Program, the addition of a third medical plan, and a COLA Poverty Exception Program). These programs in addition to the significant reprogramming of the pension administration system and the recalculation of benefits for certain groups of actives and retirees will require additional permanent FTEs, resources and external consulting and legal services. In addition, current office space needs are already challenged and cannot accommodate additional staffing needs.

Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Promote long-term financial security for members of the Cincinnati Retirement System and maintain the financial health of the pension and healthcare trusts.	Retirement	Critical
Process and pay monthly pension checks for approximately 4,200 retirees on the first business day of each month.	Retirement	Critical
Implement and administer all facets of the Federal Consent Decree when approved.	Retirement	Critical

Performance Measures

Measure	2014 Actual	Reporting Year
Percentage of pension checks issued on established pay dates.	100%	Calendar
Actual Investment Performance Compared to Investment Policy Customized Benchmark, Net of Fees	6.0% vs. 5.4%	Calendar
Actual Investment Performance Compared to Peer Universe	Top 20th%tile	Calendar
Actual Portfolio Asset Allocation Compared to Investment Policy Target Asset Allocation	100% in Target Range	Calendar



Citizens Complaint and Internal Audit

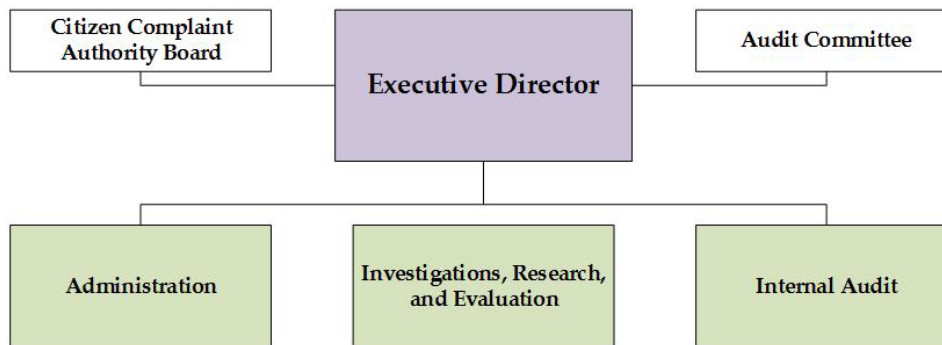
Performance Agreement

Department Head: Pam King

Department: Citizen Complaint Authority and Internal Audit

DEPARTMENT BACKGROUND

- **Management Structure**



PRIORITIES

- **Citizen Complaints.** Ensure timely response to citizen complaints and track turnaround times from complaint received to investigation completed. Use complaint data to develop policy recommendations for the Police Department regarding interactions with citizens.
- **Community Outreach and Awareness.** Develop and propose a plan to the City Manager's Office to grow awareness of the Citizen Complaint Authority and how to engage the office.
- **Manager's Advisory Group (MAG).** Participate in the Manager's Advisory Group.

**Citizens Complaint and Internal Audit****ANTICIPATED CHALLENGES**

This is a critical time for CCA to maintain credibility by being pro-active in urging CPD policy changes as well as increasing outreach to the community. The recently announced Ohio Task Force on Community-Police Relations emphasizes the need for focus in this area. This is a critical time in our nation with respect to police and community relations and CCA was created to provide the necessary accountability and bridge to foster a healthy environment while supporting its municipality.

Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
To maintain agency records and files, and to ensure intake, assignment and investigation procedures are in compliance with the Collaborative Agreement.	Administrative	Critical
To complete complainant, officer, and witness interviews, information gathering, and analytical reports on all investigations within 90 days of serious intervention (exceptions shall include, but not be limited to, major use of force, shots fired or death in custody)	Administrative	Critical
To provide administrative support to the federal court mandated investigative staff.	Administrative	Critical
To be on call 24-7 to investigate serious interventions by police officers, including shots fired, deaths in custody and major uses of force.	Investigative	Critical
To inform neighborhood councils, local community organizations, and citizens about the services CCA offers and its role within the City organization.	Investigative	Important
To increase the amount of Public Relations information that is distributed, which clearly explains how CCA operates and how to access its services.	Investigative	Important

**Citizens Complaint and Internal Audit**Performance Measures

Measure	FY14 or CY14 Actual
# of Complaints Received	320
# of Investigations Completed	60
CCA Findings	157
Percentage of investigations assigned within 48 business hours of initial complaint.	100%
Percentage of investigations completed within 90 days.	Est. Baseline



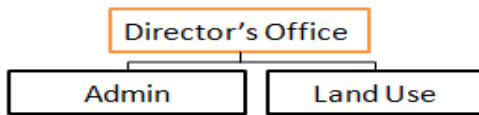
Performance Agreement

Department Head: Charles Graves

Department: City Planning

DEPARTMENT BACKGROUND

Management Structure



PRIORITIES

- **Land Use.** Work with the City Manager's Office, private stakeholders, and other city agencies involved in land use and development to provide excellent, informative Land Use and Development assistance to the citizens of Cincinnati in a timely, efficient manner.
- **Procurement Reform and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to streamline the City's procurement processes while meeting economic inclusion goals.
- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.



Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
To provide the highest level of customer service by providing a fully-trained team dedicated to serving the public.	Planning	Critical
Provide timely disposition of land use casework.	Planning	Critical
Ensure that all administrative needs of City Planning Division are met in a smooth and efficient manner.	Planning	Important

Performance Measures

Measure	2014 Actual	Reporting
Zoning		
Zoning Change Applications & Requests Received	7	Calendar
Number of Zone Change Requests Submitted to Planning Commission	7	Calendar
Percentage of zone change requests submitted to City Planning Commission in 60 days and percentage of casework completed in 60 days or less.	Est. Baseline	Calendar
Zoning Hearing Examiner applications processed for planning analysis	40	Calendar
Planning		
New Planning Studies requested in period	3	Calendar
Planning Studies in progress during period	5	Calendar
Planning Studies completed in period	2	Calendar
Total Planning studies pending	1	Calendar
Environmental Review		
Environmental Reviews Completed	1683	Calendar
Average time to complete Environmental reviews	Est. Baseline	Calendar
90th percentile completion time	Est. Baseline	Calendar
Other Services		
Number of Deed Stamps	146	Calendar
Number of Subdivision Applications	7	Calendar
Number of New Lots Created	67	Calendar
Data/Mapping Requests	62	Calendar



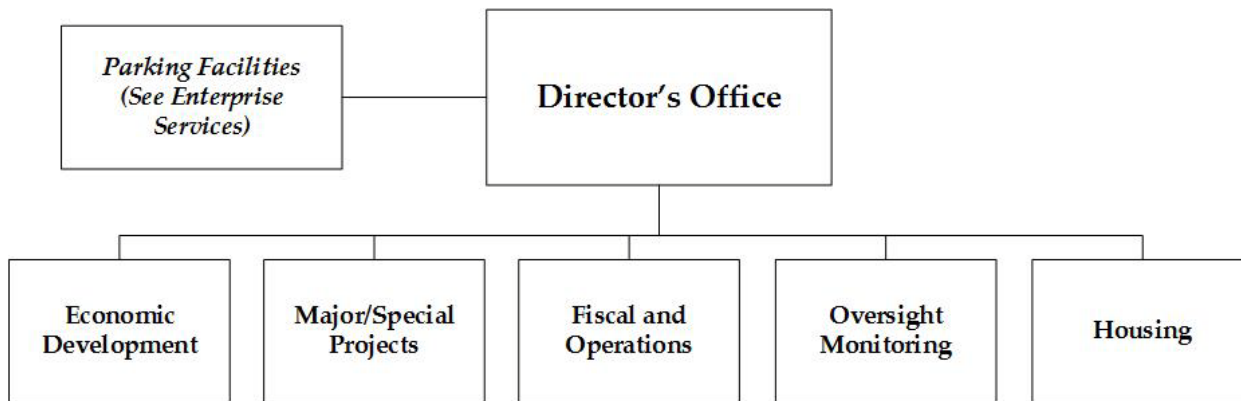
Community and Economic Development

Performance Agreement

Department Head: Oscar Bedolla

Department: Community and Economic Development

Department Background Management Structure



PRIORITIES

- **Department Re-organization and Development Process.** Propose and implement a plan to re-organize the department to better leverage the Department's resources towards achieving the goal of growing the economy. Conduct a holistic review of the City's economic development processes and identify opportunities to improve the quality of the experience for the customer.
- **Parking.** Work with the City Manager's Office, private stakeholders, and other city agencies to improve our on-street and off-street parking to allow for a system that is efficient, cost effective and allows for livable and sustainable communities. Ensure that revenue collection and violations are tracked, establish an effective collections rate, establish a mechanism for regularly receiving customer feedback and develop a proposal for increasing resources that will guarantee a high quality level of service.



Community and Economic Development

- **Growing Jobs and Businesses.** Increase the number of jobs and businesses in the City in a way that develops a competitive local workforce.
- **Business Retention.** Implement a more aggressive approach to retaining businesses in the City. Develop metrics to track efforts and outcomes related to business retention.
- **Economic Development Incentives.** Review and analyze the City's Economic Development policies related to financial incentives to provide recommendations to Senior Leadership and City Council on how best to facilitate the prudent use of incentives to achieve clear economic development goals.
- **Economic and Neighborhood Development.** Articulate and communicate a strategic plan for neighborhood development and how the various department funding sources, including housing and human services funding, will be used to support neighborhood development.
- **Procurement Reform and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to streamline the City's procurement processes while meeting economic inclusion goals.
- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.



Community and Economic Development

Goals and Objectives

Goal/Objective	Type
General	
Increase national and global awareness of the Cincinnati brand as a healthy business market	National and International Investment
Develop and manage a highly efficient team that provides sound technical advice and a high level of customer service	Customer Service
Increase strategic external partnerships	Partnerships
Encourage and grow the local economy by facilitating economic and community development transactions that positively impacts Cincinnati.	Growth
Develop a 5 year Economic Strategic plan	Strategic Planning
Lead a working group to develop a set of policies that facilitate prudent use of incentives. Policies will be developed for the following areas property tax abatements, earnings tax incentives, loans and tax increment financing.	Incentive policies

**Community and Economic Development**

Goal/Objective	Type
Economic Development	
Grow the City's Tax base by facilitating private sector job creation	Job Creation
Maintain existing employment base within the City of Cincinnati	Job Creation - Retention
Develop retail and commercial opportunities in the central business district	Retail
Provide support for entrepreneurial start-ups as well as established small businesses to generate new capital investment and employment opportunities	Small Business
Community Development	
Develop and maintain new and rehabilitated homeownership opportunities for owner-occupied and rental housing units to improve housing quality for City residents.	Housing
Assist low and moderate-income renters in making the transition to homeownership.	Homeownership
Provide assistance to low and very-low income persons in finding and retaining high-quality affordable rental units.	Affordability
Administer housing programs to serve homeless and special needs population	Homeless and Special Needs
Parking	
Implementation of Smart parking meter system and parking plan that allows the City to effectively manage their parking on-street and off-street parking systems	Smart Meter
Effectively track and monitor revenue collection and violations to ensure the City is being fiscally responsible and proper stewards of public funds	Smart Meter
Monitoring and Compliance	
Establish procedures to enhance oversight and monitoring of active engagements to ensure compliance with Federal, State and Local requirements.	Oversight
Human Services	
Meet the needs of Cincinnati's underserved communities through the allocation of City funds to qualified agencies, to support quality economic and community development	Inclusion



Community and Economic Development

Performance Measures

Economic Development		
Increase job creation by 5% from FY 14 actuals	4579	Fiscal Year
Develop 100 leads through active marketing and strategic partnerships	51	Fiscal Year
Execute 15 Property Tax Incentive Agreements (Includes CRAs and Project TIFs)	18	Fiscal Year
Execute 10 Income Tax Incentive Agreements	10	Fiscal Year
Total BRE Visits	121	Fiscal Year
Conduct 75 major (50+ employees) employers Economic Development Business Retention Visits	47	Fiscal Year
Businesses Assisted (NBDIP, Small Business Assistance Program or Neighborhood Infrastructure Projects)	81	Fiscal Year
Organized 15 strategic meetings with retailers and/or developers at the International Council of Shopping Centers Trade Show and Deal Making conference lead to 3 possible site visits/ leads	Est. Baseline	
Develop an inventory of available sites within designated retail corridor (public and private ownership)	Est. Baseline	
Community Development		
Promote Affordable and Market-Rate Homeownership Housing	153	Calendar Year
Promote Affordable and Market-Rate Rental Housing	234	Calendar Year
Provide Supportive Services for Homeowners	2049	Calendar Year
Provide Supportive Services for Renters	1618	Calendar Year
Administer housing programs to serve homeless and special needs population	7037	Calendar Year
Job Training Services	156	Calendar Year
Promote Fair Housing	1468	Calendar Year
Parking		
Parking Lots/Garages	1.15	Calendar Year
Parking Meters - Total	93%	Fiscal Year
Card & Coin Meters	TBD	Fiscal Year
% Parking Citations issued and collected	TBD	Calendar Year
Vehicles Booted	n/a	n/a
Vehicles Towed	40/mo.	Calendar Year
customer complaints resolved	24 hrs.	Calendar Year
Human Services		
Percentage of Human Services agencies that meet or exceed performance goals outlined in the contract.	Est. Baseline	
Ratio of leveraged funds to City funds each year	4 Agency: 1 City	Fiscal Year



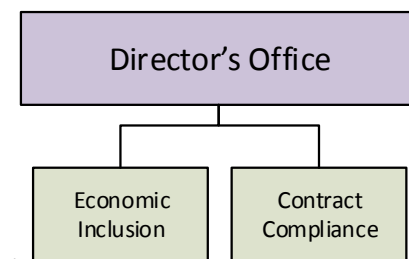
Performance Agreement

Department Head: Thomas Corey

Department: Economic Inclusion

DEPARTMENT BACKGROUND

Management Structure



PRIORITIES

- **Procurement Reform and Economic Inclusion.** Work closely with Procurement and the Departments to meet economic inclusion goals while streamlining the City's procurement processes.
- **Utilization Accounting and Reporting.** Capture to the fullest extent possible small and disadvantage business utilization across City departments through electronic data collection and reporting.
- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.



ANTICIPATED CHALLENGES

- Developing and implementing an educational strategy to win buy-in from local contractors on new program initiatives.
- Simultaneously introducing a new certification process and encouraging greater penetration and participation within the small and disadvantaged business community.
- Educating agency heads on new performance expectations with respect to small and disadvantaged business utilization.

Goals and Objectives

Goal/Objective	Priority Level
Administer, enforce, and monitor the Small Business Enterprise (SBE) Program; the Equal Employment Opportunity (EEO) Program; the Prevailing Wage laws; the Living Wage Program; and the Meet and Confer provisions to promote equal business opportunities.	Critical
Oversee proper enforcement of Equal Employment Opportunity requirements for all City contracts over \$5,000.	Important
Establish a culture of inclusion within City government and the regional market place.	Critical
Increase the participation of minority-and women-owned businesses in City of Cincinnati contracting.	Innovative
Increase the participation of small local business enterprises in City contracting and to the extent possible, eliminate through race-and –gender neutral means any disparities in the participation of minority business enterprises or women business enterprises on City contracts.	Important
Provide accountability and accuracy in setting participation requirements and in reporting program results utilizing web-based compliance systems capable of identifying the universe of firms that are ready, willing and able for bidding on and/or performing on City contracts.	Critical
Determine, monitor and enforce appropriate prevailing wage classification(s) and rates for all City funded construction projects.	Critical
Monitor contractor compliance with all subcontractor participation requirements.	Critical

Performance Measures

Measure	2014 Actual	Reporting Year
No. of SBE certifications	Est. Baseline	
No. of SLBE certifications	Est. Baseline	
No. of ESLBE certifications	Est. Baseline	
No. of MBE certifications	Est. Baseline	
No. of WBE certifications	Est. Baseline	
Average number of days to certify a firm	Est. Baseline	
No. of Cincinnati based MBEs	Est. Baseline	
No. of Cincinnati based WBEs	Est. Baseline	
No. of outreach sessions	Est. Baseline	
No. of business training classes	Est. Baseline	
No. of jobs created pursuant to City owned contracts	Est. Baseline	
No. of contractors referred to the Family and Job	Est. Baseline	
Prevailing Wage site visits	Est. Baseline	
Number of Streetcar DBE site visits	Est. Baseline	
Number of random SBE, M/WBE site visits	Est. Baseline	



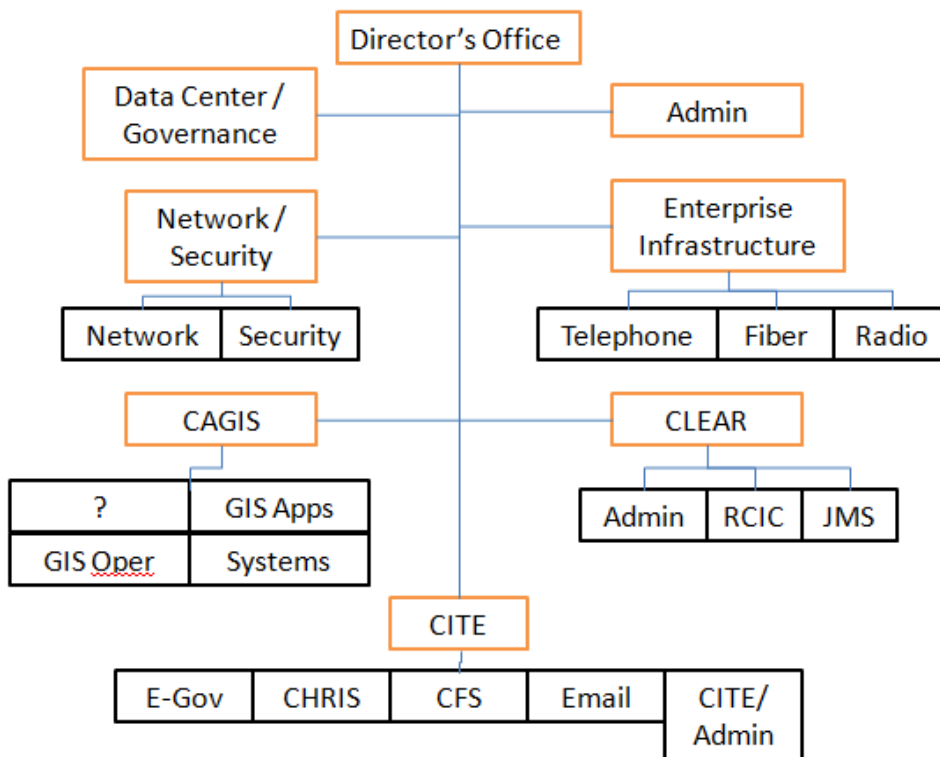
Performance Agreement

Department Head: Margo Springs

Department: Enterprise Technology Solutions

DEPARTMENT BACKGROUND

· Management Structure.



PRIORITIES

- **IT Strategic Plan.** Conduct a comprehensive assessment of the City's IT infrastructure and applications to develop a long-term plan for optimizing the City's investment in and use of IT to enhance operations. Ensure that the internal service fund is fully operational and tied to a rational funding source.
- **Performance and Data Analytics.** Partner closely with the Office of Performance and Data Analytics to support its efforts to use data to increase the efficiency and effectiveness of operations.

**Enterprise Technology Solutions**

- **Open Data.** Also in partnership with the Office of Performance and Data Analytics, continue to identify and add datasets to the Open Data platform. Further develop and refine the policies and procedures governing the Open Data program.
- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.

ANTICIPATED CHALLENGES

- **Sonet System.** ETS needs to replace and upgrade the City's legacy SONET system with a new SONET system or comparable solution. This is a high priority mega project due to the critical nature, the age of the system and the limited support options for the current system.
- **Enterprise disaster recovery solution.** Identify the necessary components for purchase and setup of the required logistics, software, and hardware for the recovery strategy to anticipate the loss of enterprise information technology infrastructure.
- **VOIP.** Upgrade telephone systems at City facilities to Voice over IP (VoIP) systems per strategy detailed in the Communications Master Plan 2010. Most systems on the City telephone network have been in service for 15+ years.
- **Data Center hardware and licensing needs.** Aging infrastructure that supports the City's enterprise data center is in dire need of replacement. The equipment in the data center was purchased during 2008-2010.
- **702 ERIP Payments.** The repayment of the ERIP from fund 702 is unsustainable due to a significant change in the model which ETS is funded.
- **Security and Networks.** As manager of Information Security and Networks, I see the need of a cybersecurity FTE.



Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Keep the existing system upgraded to meet the needs of the organization, while providing minimal disruption to existing business operations.	Departmental	Critical
To assist the organization with increasing productivity and lowering operational costs.	Departmental	Critical
Increase efficiencies through staff reassignments, staff collaboration, hardware and software deployments, service innovations, etc., resulting in increased service levels and lower costs.	Departmental	Critical
Establish Business Intelligence and Business Analytics resources for the enterprise to facilitate the process of management making data driven secessions.	Departmental	Innovative
Continue to upgrade the CAGIS system to meet the needs of the organization, while providing minimal disruption to existing business operations.	CAGIS	Critical
Perform the City's Financial Year End Rollovers in early July and again in early December (MSD) in a way that minimizes disruption to City business processes.	CFS	Critical
Ensure critical HR/Payroll system stability, functionality and compliance.	CHRIS	Critical
Provide Hamilton County law enforcement personnel with a county-wide computerized police information system that interfaces with local, state, federal and international resources, enhancing the safety of the citizens and law enforcement personnel of Hamilton County.	CLEAR	Critical
City Telephone Network core system at City Hall will be available at least 99.5% of the time.	CTS	Critical
Conduct a detailed review of telecommunication expenses Citywide in order to eliminate unneeded services.	CTS	Critical



Enterprise Technology Solutions

Goal/Objective	Assigned Section	Priority Level
Ensure reliable delivery for email messages to and from internal and external users. Provide one point of contact for customers to report problems or ask questions.	Email	Important
Conduct a detailed review of e-mail operating costs by identifying and reducing the number of inactive, licensed mailboxes.	Email	Important
The network will be available at least 99.99% of the time.	Networks	Critical
Critical data and systems have controls in place to prevent unauthorized changes and/or modifications.	Security	Critical
Maintain and ensure City agencies, departments comply with the City's security policy by establishing a scheduled bi-annual assessment and on-going security governing.	Security	Critical

Performance Measures

Measure	2014 Actual	Reporting Year
Percentage of CFS transactions entered for payment of a responsive invoice within 14 days of receipt.	Est. Baseline	Calendar Year
Implement at least 10 workflow improvements each year.	10	Calendar Year
Percentage of customer satisfaction as reported in the customer service response system.	Est. Baseline	Calendar Year
Maintain and ensure compliance with state and national security rules, policies, and procedures relevant to law enforcement systems, data, and networks by conducting 20 audits per year.	Est. Baseline	Calendar Year
Meet or exceed 99.5 uptime in a given calendar year for the critical systems maintained by ETS-CLEAR	Est. Baseline	Calendar Year
The CFS system is down for 7 business days or less	Est. Baseline	Calendar Year
Number of mailboxes inactive for more than 90 days/Total number of licensed mailboxes	715/5710	Fiscal Year
The number of implemented vendor supplied application updates, critical fixes, and required tax updates into CHRIS production within 90 days of vendor release.	Est. Baseline	
The percentage of time that the City's website is online, available, and serving requests with acceptable performance	1	Calendar Year



Enterprise Technology Solutions

Measure	2014 Actual	Reporting Year
System managed by ETS		
# of Enterprise System supported by ETS	Est. Baseline	
# of business line applications supported by ETS	Est. Baseline	
Contact Center Service Request Totals		
Contact Type		
Telephone Calls	509	Calendar Year
Emails	3,123	Calendar Year
Logged ETS CC Database Requests	552	Calendar Year
Phone Directory Change Requests	73	Calendar Year
By Type		
Telephone - Desk	1,540	Calendar Year
Email	1,205	Calendar Year
Hardware and Software Purchases	942	Calendar Year
Telephone - Mobile	773	Calendar Year
PC Support, Hardware Repair (Printers, Scanners, etc), Tr	453	Calendar Year
Other	329	Calendar Year
EGov Web	276	Calendar Year
Radio Network	223	Calendar Year
CHRIS	200	Calendar Year
Citrix Remote Access	178	Calendar Year
Metropolitan Area Network	158	Calendar Year
Passwords Reset for all Systems	94	Calendar Year
CFS/VSS	80	Calendar Year
Fiber Network	68	Calendar Year
IT security investigations	17	Calendar Year
Contact Center	23	Calendar Year
Application Development	16	Calendar Year
CLEAR	13	Calendar Year
Datacenter needs	16	Calendar Year
CSR/Permits	12	Calendar Year
Storage (SANS)	8	Calendar Year
Consultation Business Development	4	Calendar Year
Providing Service Patches	1	Calendar Year
Providing Anti-Virus	0	Calendar Year



Cincinnati Area Geographic Information System (CAGIS)

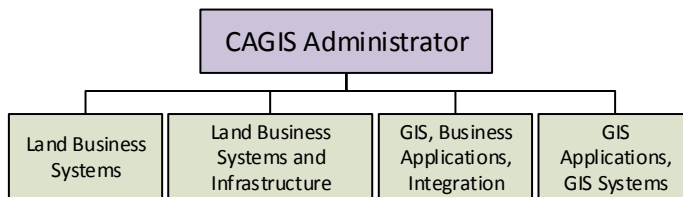
Performance Agreement

CAGIS Administrator: Raj Chundur

Department: Cincinnati Area Geographic Information System (CAGIS)

DEPARTMENT BACKGROUND

· **Management Structure.**



PRIORITIES

- **Performance and Data Analytics.** Partner closely with the Office of Performance and Data Analytics to support its efforts to use data to increase the efficiency and effectiveness of operations.
- **Data Governance.** Work with the City Manager's Office, Office of Performance and Data Analytics, and Enterprise Technology Solutions to develop, implement, and support an enterprise data governance structure.
- **Enterprise Land Management Business System Migration.** Plan and manage a smooth transition of the business systems from PermitsPlus to Accela Automation.

ANTICIPATED CHALLENGES

- **Business System Migration.** Primary focus for CAGIS staff in the upcoming years will be the migration planning and management of migration of the Enterprise Land Management Business systems that include Permitting, Licensing, Code Enforcement, Inspections, etc. It is anticipated that significant amounts of every staff member time and resources will be dedicated toward this complex multi-year project.

Appendices

Appendix B: Performance Management



Cincinnati Area Geographic Information System (CAGIS)

Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Support and enhance the existing system to meet the needs of the organization, while providing minimal disruption to existing business operations.	CAGIS	Critical
Continue to upgrade the CAGIS system to meet the needs of the organization, while providing minimal disruption to existing business operations.	CAGIS	Important, Innovative

Performance Measures

Measure	2014 Actual	Reporting Year
Workflow Improvements Implemented	10	Fiscal Year



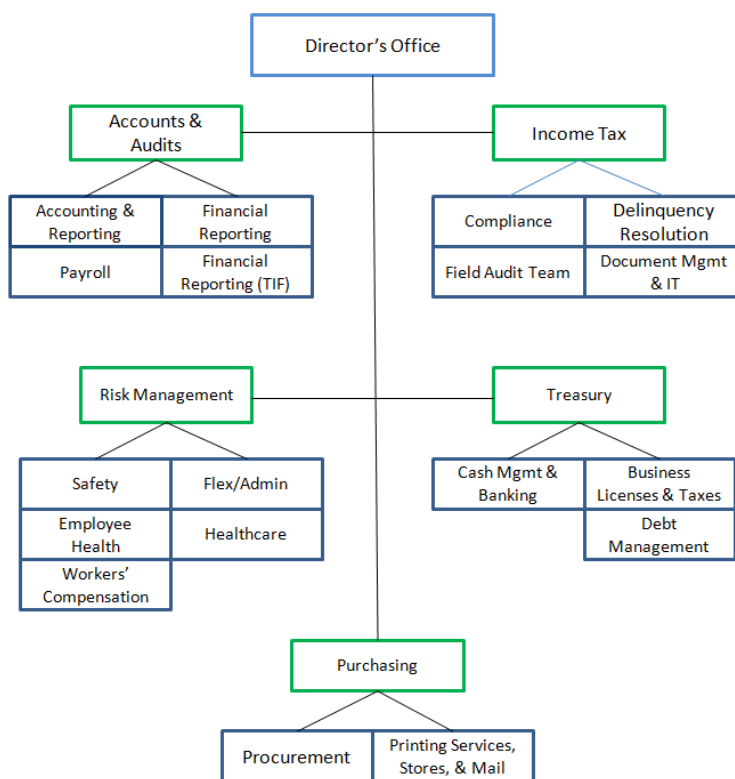
Performance Agreement

Department Head: Reginald Zeno

Department: Finance

DEPARTMENT BACKGROUND

· **Management Structure**



PRIORITIES

- **Procurement Reform and Economic Inclusion.** In conjunction with the Department of Economic Inclusion, work to streamline the City's procurement processes while meeting economic inclusion goals. Develop metrics to regularly report on the performance of the procurement process.



Finance

- **Treasury.** In conjunction with the Law Department, develop policies and procedures for Accounts Receivable to be enforced in all departments that will maximize revenue collection. Given that the accounts receivable process is decentralized, develop compliance metrics that will be monitored by the Department and will be reported out at CincyStat sessions. Establish baseline collection rates and begin tracking trends in collection rate over time.
- **Accounts and Audits.** To continue focusing on the implementation of technology enhancements to better organize the City's accounting practices and procedures. This will ensure the City continues to receive an 'unqualified' opinion on its annual financial reports.
- **Municipal Income Tax.** The major focus will be to successfully implement municipal codes changes, internal procedures, computer software enhancements, etc. to satisfy new state requirements related to Uniform Income Tax reporting. The new state law takes effect on January 1, 2016.
- **Risk Management.** Monitor trends in healthcare in order to implement programs to address/reduce high costs. Monitor trends in work related injuries, departmental workers' comp costs, and employee safety advances. Encourage and utilize EHS for workers' comp treatment options and employee urgent care as a way to reduce workers' comp and health insurance costs. Encourage participation in the Healthy Lifestyles and Diabetes and Hypertension programs which incentivize healthy living and preventive care.
- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback. incentivize

ANTICIPATED CHALLENGES

- **Credit Rating.** The maintenance of the City's credit rating is a major challenge due to elevated debt levels, continuing budget concerns and outstanding pension liabilities. Plans are underway to resolve these matters but continuous efforts are needed to ensure credit ratings are maintained and enhanced if possible.

Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
To annually receive an Unqualified (Clean) Audit Opinion for the Comprehensive Annual Financial Report, including minimum number of material findings.	Accounts & Audits	Critical
To provide professional accounting support to agencies to allow for timely processing of payroll and other transactions.	Accounts & Audits	Important
To strengthen City government by providing financial information to stakeholders and to be responsible financial stewards through the monitoring of certain revenues and expenditures and through the reporting of the City's financial information.	Accounts & Audits	Important
Complete initial Certificate of Resources and all amended certificates as approved by City Council and send to the County Auditor monthly.	Accounts & Audits	Important
To annually receive the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).	Accounts & Audits	Important
Monthly Report completed and sent to Administration within 20 business days after the previous month.	Accounts & Audits	Important
Process all vendor payments as requested by departments within 30 business days.	Accounts & Audits	Important
Prepare and submit Tentative Tax Budget to County Auditor by March 15.	Accounts & Audits	Critical
Remit all taxes, withholdings and garnishments per specific due dates.	Accounts & Audits	Important
To contribute to the financial strength of the City by being a strong steward of public financial services and to provide quality financial services to customers.	Director's Office	Critical
To identify and recommend management opportunities to reduce cost, improve performance, and increase productivity of personnel and assets.	Director's Office	Important
To obtain a general obligation bond rating as needed.	Director's Office	Important
To ensure taxpayer compliance through education and service excellence.	Income Tax	Important
Successfully Implement tax code changes.	Income Tax	Critical
To timely complete reviews of all taxpayer returns by posting refunds within 90 days and returns in 9 months	Income Tax	Important

Appendices

Appendix B: Performance Management



Finance

Goal/Objective	Assigned Section	Priority Level
To assist all City agencies in the procurement of products and services by using appropriate management techniques, best price policy implementation, and monitoring of purchases in accordance with City of Cincinnati Municipal Code and State statutes.	Purchasing	Important
To effectively manage the City's printing, mail, and stores operations.	Purchasing	Important
To affect procedures related to the purchasing operation that promote the timely handling of all purchasing requisitions for supplies, services, and equipment and implement the SBE Task Force Recommendations.	Purchasing	Important
To provide high quality efficient supply ordering services to all City departments.	Purchasing	Important
To provide timely and effective customer service.	Purchasing	Important
To realize maximum potential with the City's P-Card program and provide annual training to users.	Purchasing	Important
To effectively manage the City's Commercial Insurance Program by renewing insurance policies at competitive rates.	Risk Management	Important
To effectively manage the City's Workers Compensation Program.	Risk Management	Important
To implement and maintain an incentive based employee health and wellness program.	Risk Management	Important
To evaluate performance of medical and pharmacy vendors annually.	Risk Management	Important
To conduct a claims audit every three years from the date of contract or date of renewal for medical and pharmacy vendors.	Risk Management	Important
To conduct a dependent healthcare audit every five years.	Risk Management	Important
To ensure that City funds are appropriately receipted and deposited, to promptly reconcile City bank accounts.	Treasury	Critical
To manage the City's investment portfolio in accordance with CMC and the Investment Policy Statement. Emphasize safety of principal while also earning an appropriate investment return.	Treasury	Critical
To effectively administer the Business Licensing, Admission Tax & Transient Occupancy Tax programs.	Treasury	Important
To maintain all records related to bonds and notes issued by the City of Cincinnati.	Treasury	Important



Performance Measures

Measure	2014 Actual	Reporting Year
Accounts & Audits		
Monthly Report completed and sent to Administration within 20 business days after the previous month.	0	Fiscal Year
Prepare and submit Tentative Tax Budget to County Auditor by due date.	0	Fiscal Year
Remit all taxes, withholdings and garnishments per specific due dates.	99.99%	Fiscal Year
Significant increase in the number of findings of noncompliance in the annual audit.	5	Fiscal Year
Significant increase in the number of audit findings in annual single audit of federal grants.	6	Fiscal Year
Average % of scheduled time that systems are available for departmental use.	Est. Baseline	Fiscal Year
Process disbursement checks within seven days to all vendors upon submission of properly documented and authorized invoices.	99%	Fiscal Year
% of payroll transactions not requiring correction	14 only 30	Fiscal Year
Income Tax		
Percentage of incoming calls answered within 30 seconds.	70% in 30 Secs	Calendar Year
Percentage of customers who were satisfied or very satisfied with the Income Tax Division's services as indicated by the Customer Satisfaction Survey.	95% Positive	Calendar Year
Transactions Posted	288,744	Calendar Year
Documents Scanned	75%	Calendar Year
Correspondence Printed	101,021	Calendar Year
Notepad Entries	74,372	Calendar Year
Account History Changes	83,433	Calendar Year
Net Revenue Collected	\$350 Million	Fiscal Year
Refunds Posted	9,663	Calendar Year

Appendices

Appendix B: Performance Management



Finance

Measure	2014 Actual	Reporting Year
Purchasing Division		
Percentage of contracts awarded within 90 days from start of bid process.	67%	67%
Percentage of office supply orders delivered within two business days of the purchase.	98%	98%
Training all new P-Card users prior to issuance of card	100%	Internal Document
# of Purchase Orders (<50,000) submitted	Est. Baseline	Not Currently Measured
# of Purchase Orders (<50,000) completed within 10 days	Est. Baseline	Not Currently Measured
Avg. time to complete Purchase Orders (<50,000)	Est. Baseline	Not Currently Measured
# of Vendor Requests	Est. Baseline	Not Currently Measured
# of Vendor Requests answered within 24 hours	Est. Baseline	Not Currently Measured
Risk Management		
Workers compensation rate per \$100 of payroll.	\$1.06	Calendar Year
Percentage of employees participating in health and wellness program.	58%	Calendar Year
Track the number of workplace incidents reported by agency	273	Calendar Year
Site Audits and Safety Training Courses Conducted	35	Fiscal Year
To track the \$ amount of Workers' Compensation claims filed by employees.	\$2,872,506	Calendar Year
Citywide lost work time hours	17,436.39	Calendar Year
Citywide total limited duty hours	26,446.57	
Track post employment offer physicals performed, work related injury evaluations, sick/acute care visits, Healthy Lifestyles visits to evaluate EHS staffing levels.	Est. Baseline	Fiscal Year



Measure	2014 Actual	Reporting Year
Treasury Division		
Percentage of payroll checks issued on established pay dates.	100%	Fiscal Year
Bond Retirement Annual Report issued within 120 days of year-end	180 days	Fiscal Year
Percentage of debt service payments remitted on time.	100%	Fiscal Year
Rate of return on invested City funds verses benchmark (BM) rate of return on U.S. Treasury Notes.	Est. Baseline	Fiscal Year
Percentage of all payments made electronically.	35%	Fiscal Year
Percentage of past due accounts referred between 120 and 130 days to the total number of past due accounts.	Est. Baseline	Fiscal Year
Percentage of license applications mailed 30 days prior to license expiration.	90%	Fiscal Year
Weighted Yield on Investment Portfolio	Est. Baseline	Fiscal Year
Business Licenses Issued with revenue generated	1,996	Fiscal Year
Revenue Generated from Licenses	369,017.00	Fiscal Year
Delinquent Accounts Processed	7,597	Fiscal Year



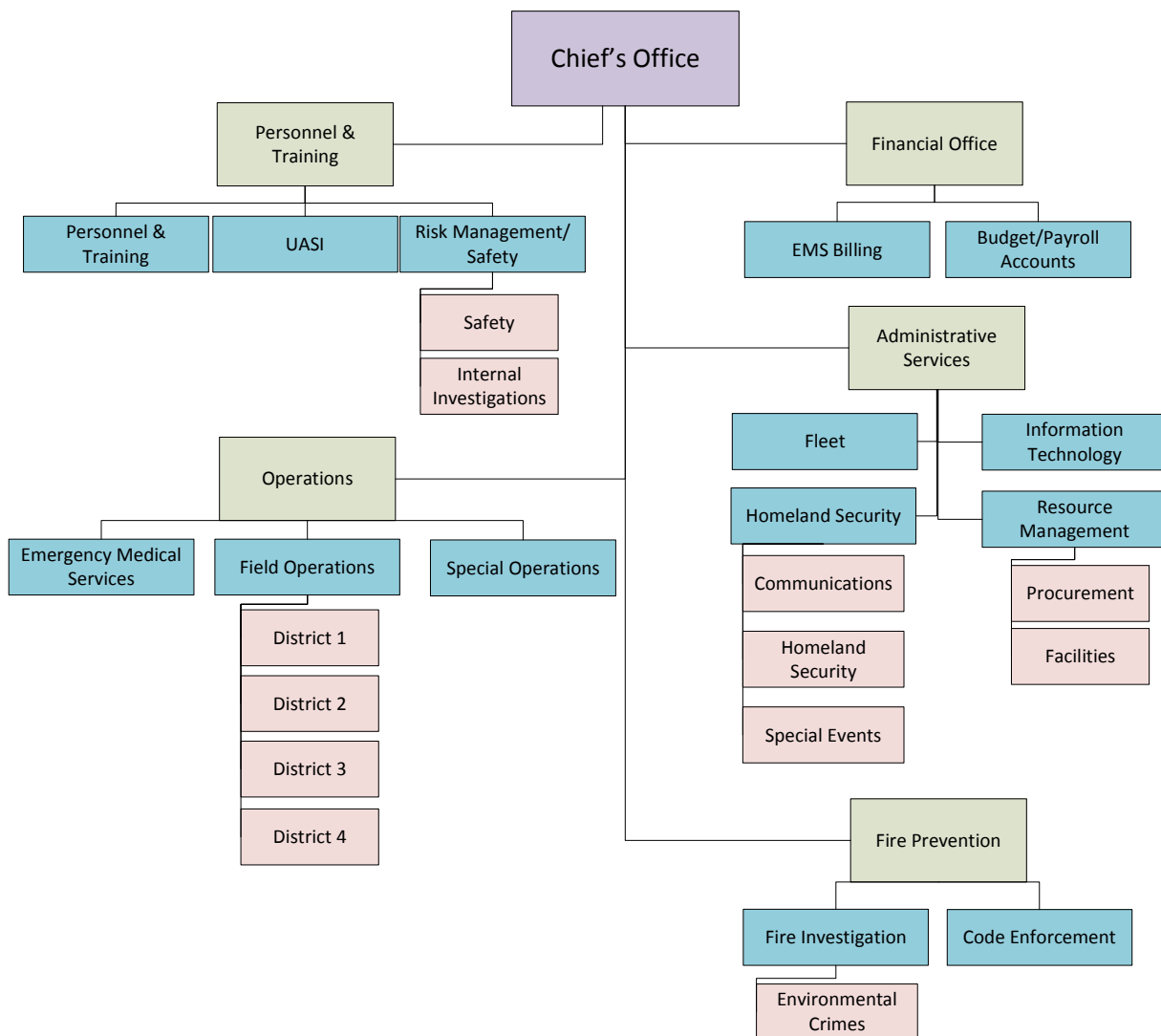
Performance Agreement

Department Head: Chief Richard Braun

Department: Fire Department

DEPARTMENT BACKGROUND

Management Structure





PRIORITIES

- **Suppression Response.** Achieve 90%ile fire suppression response time as outlined in NFPA 1710 in order to prevent loss of life and minimize damage due to fire and all natural and manmade disasters

- **EMS Response and Outcomes.** Partner with the ECC, Medical Director, and hospitals to proportionally align EMS response with call acuity and patient outcomes. Resources deployed should be proportional to call acuity and the department should be tracking patient outcomes with hospitals to look for areas for improvement.

- **EMS Collections.** Increase the EMS collections by better documentation and hospital information directly sent to EMS billing company. The department currently bills \$850 for a Basic Life Support run and \$1650 for an Advanced Life Support run.

- **Community Paramedicine.** This is a program that will allow medics to visit patients at their homes. This will cut back on frequent flyers and provide a service to the community that meets their needs in a non-emergency setting.

- **Permanent Mutual Aid.** Cincinnati Fire is currently working on agreements with Anderson Township and Lockland for automatic mutual aid.

- **Overtime.** While managing resources to optimize suppression and EMS response, contain overtime costs to help maintain fiscal integrity for the Department and the City.

- **Procurement Reform and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to streamline the City's procurement processes while meeting economic inclusion goals.



Fire

- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.

ANTICIPATED CHALLENGES

- **Staffing.** Maintaining a workforce that will continue the service needed to provide fire and EMS within the acceptable NFPA 1710 guidelines. This will require hiring new classes to fill the vacancies created through attrition.
- **Overtime.** Modify department programs to bring overtime costs down.
- **Apparatus.** Replacing apparatus that has fallen below the acceptable standards set by fleet. Develop a replacement policy to keep the fleet updated.
- **Personal Protective Equipment.** Replace the Personal Protective Equipment that is exceeding the 10 year life cycle. Set up a replacement policy that lessens the burden of a onetime large outlay of capital funds every ten years.



Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
To remain progressive in providing quality products and services to the Fire Department while adhering to sound budgetary practices.	Administration	Important
To anticipate, prepare for and prevent future emergency events.	Executive Staff	Critical
To increase alternate funding sources for the Fire Department, allowing the department to do more without an increased reliance on the General Fund.	Executive Staff	Important
To follow financial practices that support long-term goals and commit the Fire Department to fiscal responsibility.	Finance	Important
Reduce the number of destructive fires in Cincinnati through education of the public and increased code enforcement.	Fire Prevention	Critical
Maintain a low employee injury rate.	HR	Critical



Goal/Objective	Assigned Section	Priority Level
To build individual capacity, increase professionalism, and enhance personal skill sets by employing leadership development and team building.	HR	Important
To minimize the loss of life and property due to emergency events.	Operations	Critical
Maintain an effective level of Emergency Medical Service (EMS) to the citizens of Cincinnati by arriving at the scene of service request quickly.	Operations	Critical
Maintain an effective level of Emergency Medical Service (EMS) to the citizens of Cincinnati by quickly responding at the scene of service.	Operations	Critical
Maintain an effective level of emergency medical service to the citizens of Cincinnati by arriving at the scene of the service request quickly.	Operations	Critical
Maintain an effective level of fire protection to all citizens of Cincinnati by arriving at the scene of an emergency quickly.	Operations	Critical

Performance Measures

Measure	2014 Actual	Reporting Year
Assets		
Fire Stations	26	Calendar Year
Engine Companies	26 (Frontline)+6 (Spare)	Calendar Year
Truck Companies	12 (Frontline)+6 (Spare)	Calendar Year
Paramedic Units	12 (Frontline)+8 (Spare)	Calendar Year
Aircraft Rescue	1 (Frontline)	Calendar Year
Heavy Rescue Units	2 (Frontline)+1 (Spare)	Calendar Year
Bomb Unit	1 (Frontline)+1 (Spare)	Calendar Year
Response Activity		
INCIDENTS		
Info/Service Calls	4,331	Calendar Year
Total Dispatched Incidents	73,248	Calendar Year
Medical Related Incidents	57,921	Calendar Year
Fire Related Incidents	4,801	Calendar Year
Other Incidents	10,526	Calendar Year



Measure	2014 Actual	Reporting Year
RESPONSES		
Suppression Incidents		
Total Responses	49,609	Calendar Year
Suppression Units	42,256	Calendar Year
EMS Units	7,353	Calendar Year
EMS Incidents		
Total Responses	105,645	Calendar Year
Suppression Units	56,855	Calendar Year
EMS Units	48,790	Calendar Year
All Incidents		
Total Responses	155,254	Calendar Year
Suppression Units	98,348	Calendar Year
EMS Units	56,143	Calendar Year
Response Times		
Percentage of fire/medical calls, from call received to dispatch, processed in less than 90 seconds.	43%	Calendar Year
Percentage of Advanced Life Support (ALS) runs responded to within 8 minutes or less.	90%	Calendar Year
Percentage of Basic Life Support (BLS) runs responded to within five minutes or less.	62%	Calendar Year
Actual 90th Percentile response time - First EMS transport unit arrives	66% meet 8min goal /Avg-7:15	Calendar Year
Actual 90th Percentile response time by EMS incident type	60% meet 5min goal/Avg-4:59	Calendar Year
Suppression Activity		
Percentage of fire requests, from call to dispatch, with processing times of less than 50 seconds.	26% (A)	Calendar Year
Percentage of fire and rescue incidents responded to in five minutes or less from dispatch to arrival	60% (6)	Calendar Year
Percentage of occurrences where fire response time is five minutes or less.	83% (6)	Calendar Year
Percentage of time 14 firefighters are on the scene of initial alarm in less than 9 minutes.	79% (9)	Calendar Year

Appendices

Appendix B: Performance Management



Fire

Measure	2014 Actual	Reporting Year
Suppression Incidents by Type		
Structure Fires	1,538	Calendar Year
Total Fire Alarms	4,792	Calendar Year
Alarm - CO	442	Calendar Year
Hazmat	126	Calendar Year
90TH PERCENTILE RESPONSE TIME BY TYPE		
Structure Fire	79% meet 9min goal / Avg-7:06	Calendar Year
Total Fire Alarms	78% meet 5min goal / Avg-4:03	Calendar Year
Alarm - CO	54% meet 5min goal / Avg-5:29	Calendar Year
Hazmat	60% meet 5 min goal / Avg-4:57	Calendar Year
EMS Billing		
Responses that Resulted in EMS Billing	29,830	Calendar Year
# of Bills Collected	23,370	Calendar Year
Total EMS Billings (\$)	\$ 43,721,369	Calendar Year
EMS Revenue Collected	\$ 7,553,701	Calendar Year
Medicare Revenue Collected	\$ 2,808,601	Calendar Year
Medicaid Revenue Collected	\$ 2,189,887	Calendar Year
Other Revenue Collected	\$ 2,555,213	Calendar Year
EMS Collection Rate	17.28%	Calendar Year
Fire Prevention		
Civilian Deaths	2	Calendar Year
Civilian Severe Injuries	1	Calendar Year
Civilian Moderate Injuries	3	Calendar Year
Civilian Minor Injuries	9	Calendar Year
Percentage of fire company structure inspection goal completed (goal is 92,000).	Est. Baseline	Calendar Year
Number of School Children Educated about Fire Prevention	Est. Baseline	Calendar Year



Fire

Measure	2014 Actual	Reporting Year
Permits & Inspections		
Percentage of Fire Prevention Bureau structure inspection goals completed (goal is 92,000).	Est. Baseline	Calendar Year
Total CFD Inspections	Est. Baseline	Calendar Year
District 1	Est. Baseline	Calendar Year
District 2	Est. Baseline	Calendar Year
District 3	Est. Baseline	Calendar Year
District 4	Est. Baseline	Calendar Year
Total Permit Applications Received	Est. Baseline	Calendar Year
Total Permits Issued	1,992	Calendar Year
Average days to process, inspect and issue permit	36	Calendar Year
Exempt Permits Processed	573	Calendar Year
Average days to process and issue exempt permit	10	Calendar Year
Internal Investigations		
New Investigations	25	Calendar Year
Closures in Period	22	Calendar Year
Interviews	12	Calendar Year
Pre-Disciplinary Hearings	0	Calendar Year
Departmental Hearings	4	Calendar Year
F-91s Logged	97	Calendar Year
Disciplined Logged	42	Calendar Year
Risk Management		
Vehicle Accidents in Period	79	Calendar Year
Preventable Accidents	48	Calendar Year
Not-Preventable Accidents	31	Calendar Year
Total Department Injuries	97	Calendar Year

Appendices

Appendix B: Performance Management



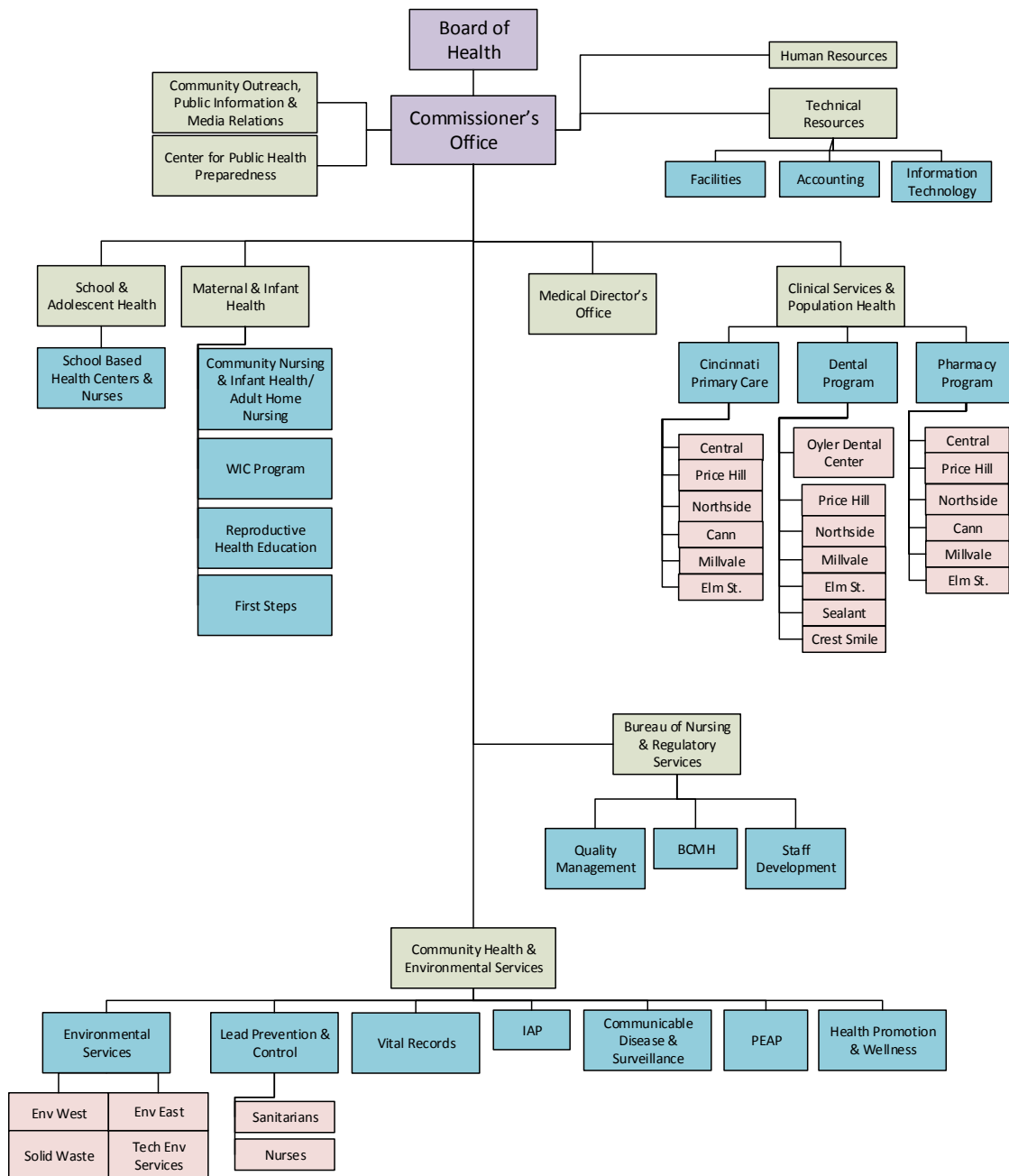
Health

Performance Agreement

Department Head: Dr. Noble Maseru

Department: Health

DEPARTMENT BACKGROUND



**PRIORITIES**

- **Cost Containment and Reimbursements in Health Center operations.** Develop and implement policies and processes to ensure the Department is maximizing the amount of eligible service reimbursements from the federal and state government. Track and report these metrics on a regular basis.

- **% of Health Center budget non-GF.** Current projection is to reduce general fund reliance of health center operations to approximately \$6.0 million by 2018. The 2016 continuation budget submitted shows a \$7.65M general fund budget for the Clinical Services and Population Health program. If the 3% reduction submitted by the Health Department is utilized, this will be reduced to \$7.1M. In 2006 the general fund comprised ~76% of the health centers budget, and in the 2016 budget submitted, the general fund comprises 36% of the health center budget. These budget reductions depend on maintaining the Affordable Care Act in it's current form with no infringement on citizen participation.

- **Total health department budget.** In 2015, the general fund budget of almost \$19M represented 46% of the \$41.9M total budget. In the 2016 continuation budget, the \$19.5M general fund budget represents 40% of the \$48.M total budget.

- **Total FTEs Trend.** The Total health Department FTEs have increased from 400 FTEs in the 2014 budget to 485 FTEs in the 2016 continuation budget submission. The School and Adolescent Health program has increased by 42 FTEs during this time span while the Clinical Services and Population Health program has increased by 28 FTEs.

- **General fund FTEs trend.** Health Department General Fund FTEs were reduced from 301 in 2008 to 209 in 2012. The FTE count has stabilized at that number since. Note: 3% 2016 reduction, plus transfer of litter control to Public Services, would reduce the count to 197 if no other changes are made to continuation budget submitted.

- **Revenue funded FTEs trend.** The total FTE increase noted above for the School and Adolescent Health program has been driven by increased revenue generated through School Based Health Centers. The total FTE increase for the Clinical Services and Population Health program has been driven by the new federal grant received by the Health Department. The grant revenue, plus additional revenue generated by staff hired using grant funding, will be utilized to expand the capacity of the health centers.

- **Percent uninsured for medical.** Currently, the overall uninsured rate is 26%. The 2016 goal is 20%. This rate above includes Braxton, Cann, Clement, Elm Street, Millvale, Northside, and Price Hill. In 2010, the medical uninsured rate was over 50%. These percentages will be monitored on a monthly basis.



- **Percent uninsured with dental patients.** Currently, the overall uninsured rate is 49%. The 2016 goal is 39%. This rate includes Crest, Elm Street, Millvale, Northside, and Price Hill. In 2013, the overall dental uninsured rate was 71%. These percentages will be monitored on a monthly basis.
- **Number of Days in Health Center Accounts Receivable.** The 2016 goal is to reduce this measurement to 40 days.
- **Aging of Health Center Accounts Receivable.** The 2016 goal is to have 85% of the claims with third party payers less than 120 days.
- **Throughput times to Health Center providers.** Goal is for one hour from the point patient registers for their visit until the patient is checked out and able to leave.
- **Transportation for patients.** The Health Department is working with Ohio Medicaid on a process to reimburse providers their cost of providing transportation to their patients.
-
- **Improve Infant Vitality Reduction.** The long term goal is to achieve an infant mortality rate of 9.9 or lower in every neighborhood sub-population (Zip Code).
- **Environmental Inspections.** Evaluate the current volume of inspections compared to staffing levels and make recommendations to the City Manager's office on what resources are needed to deliver an appropriate level of service.
-
- **Purchasing Centralization and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to centralize and streamline the City's procurement processes while meeting economic inclusion goals.
-
- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.



Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Assessment		
Monitor Health Status to identify and solve community Health problems	Department	Critical
Diagnose and investigate health problems and health hazards in the community	Department	Innovative
Inform, educate, and empower people about health issues	Department	Critical
Policy Development		
Mobilize community partnerships and act to identify and solve health problems	Department	Critical
Develop policies and plans that support individual and community health efforts	Department	Innovative
Enforce laws and regulations that protect health and ensure safety	Department	Critical
Link people to needed personal health services and assure the provision of health care when otherwise unavailable	Department	Critical
Assurance		
Assure competent public and personal health care workforce	Department	Critical
Evaluate effectiveness, accessibility, and quality of personal and population-based health services	Department	Innovative
Research for new insights and innovative solutions to health programs	Department	Innovative

Performance Measures

Measure	2014 Actual	Reporting Year
number of <i>First Steps Program</i> home visits	1819	Fiscal Year
Percentage of patients rating Nurses and Medical Assistants as Friendly and Helpful at the good or excellent level on the Patient Satisfaction Survey.	95%	Annually
Percentage of referrals resolved or in process.	85%	School Year
Percentage of children receiving the recommended immunizations.	90%	School Year

Appendices

Appendix B: Performance Management



Health

Measure	2014 Actual	Reporting Year
Health Dept. CAFR Metrics		
Total # of Patients	34,000	Calendar Year
Total # of Visits	95,000	Calendar Year
Infant Vitality		
Total Cincinnati Infant Deaths	0.86	Calendar Year
Cincinnati Infant Mortality Rate	8.2-9.2	Calendar Year
Total CHD obstetrics services patients	440	Calendar Year
CHD infant deaths	3	Calendar Year
CHD Infant Mortality Rate	7.8	Calendar Year
CHD preterm birthrate	9.8	Calendar Year
WIC Program Measures		
# of eligible participants enrolled in WIC	18,273	Grant year
# of prenatal participants signed up on WIC by 15 weeks gestation	34%	Grant year
# of prenatal participants screened using the Alcohol Screening Brief Intervention tool	72%	Grant year
# of infants that initiate breast feeding	60%	Grant year
Other Services		
Percentage of students with asthma in Cincinnati Public Schools (CPS) who are well-controlled based on an Asthma Control Test (ACT) in past 365 days.	80%	School Year
Percentage of Students in CPS who are up to date with Required Immunizations for School	93%	School Year
Percentage of Students in CPS with Identified Dental Issues Who Receive Needed care	62%	School Year
Percentage of Students in CPS with Failed Vision Screen who Receive Corrective Lens	65%	School Year
Percentage of Students at a CHD SBHC School in CPS who have a Comprehensive Annual Visit in a one year period . Ohio measure is 30% for Medicaid.	Est. Baseline	School Year



Health

Measure	2014 Actual	Reporting Year
Lead Screenings		
Percentage increase in blood lead level screenings.	1%	Calendar Year
Clients Given lead counseling	Est. Baseline	Calendar Year
Clients with lead risk assessments	110	Calendar Year
Cost Recovery		
Environmental Inspections		
Total Inspections	7,294	Calendar Year
Food Facilities	6,067	Calendar Year
Swimming Pools	551	Calendar Year
Waste & Other	479	Calendar Year
Public Requests		
Nuisance Complaints	3,827	Calendar Year
Swimming Pool Complaints	135	Calendar Year
Bed Bug Complaints	132	Calendar Year
Health Center Outcome Measures		
DM A1c < 9	80%	Calendar Year
HTN BP < 140/90	80%	Calendar Year
Pap Smear 24-64	70%	Calendar Year
Prenatal First Trim	70%	Calendar Year
Childhood Immunization	90%	Calendar Year
Depression Screen*	50%	Calendar Year
Wt. Assess Child	75%	Calendar Year
Wt. Assess Adult	70%	Calendar Year
Tobacco Assess*	80%	Calendar Year
Asthma: Controller	90%	Calendar Year
CAD: Lipid Therapy	90%	Calendar Year
IVD: ASA Therapy	95%	Calendar Year
Colo-Rectal Screen	70%	Calendar Year



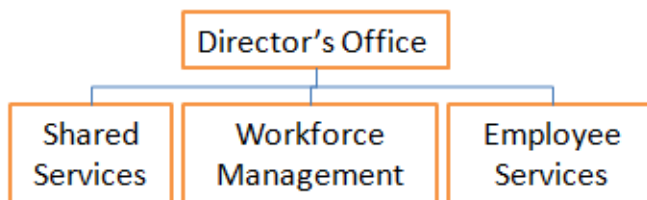
Performance Agreement

Department Head: Georgetta Kelly

Department: Human Resource

DEPARTMENT BACKGROUND

- **Management Structure.**



PRIORITIES

- **Hiring Process.** Review the position vacancy and hiring processes for the City and develop recommendations for significantly reducing the time it takes an agency to fill a position.
- **Technology Upgrades to Enhance Efficiency.** Coordinate upgrades to the CHRIS and other Human Resources technology systems with ETS and the customer departments to maximize return on investment and ensure a smooth operational transition. Develop metrics to track the expected benefits from upgrading the capabilities of the system. HR technology goals for 2015-2018 are attached for reference. It is acknowledged that achievement of the goals is contingent upon funding.
- **Purchasing Centralization and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to centralize and streamline the City's procurement processes while meeting economic inclusion goals.



Human Resources

- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.

ANTICIPATED CHALLENGES

- Level of authority in governing the HR function of the City in such a decentralized structure of operation. HR success is dependent upon the activities occurring across the various departmental structures. Customer-department areas must be actively engaged in HR activities and see the work as critical to the success of the organization.
- In order to support the Workforce Development needs of the City, an additional FTE will be recommended for the FY2016 budget.



Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
To establish and champion an environment of continuous learning through individual, group, and organizational driven professional development plans.	Administration	Critical
Develop a city-wide Professional Development Plan that addresses short and long term training needs and skill gaps.	Administration	Critical
To foster, encourage, and support a culture of inclusion, appreciation, and respect.	Employee Services	Critical
Proactively seek to understand and address needs across the City to create a culture that fosters and embraces inclusion.	Employee Services	Critical
Reassess Human Resources policies and procedures to ensure alignment with federal, state, and local regulations.	Employee Services	Critical
Educate City employees on the Human Resources policies governing our agency.	Employee Services	Critical
Establish and implement an HR customer-service commitment model.	Shared Services	Critical
To enhance operational efficiency and effectiveness through the use of technology and process-reengineering strategies.	Shared Services	Critical
Conduct a formal assessment of the Cincinnati Human Resources Information System (CHRIS) to leverage capabilities.	Shared Services	Critical
On-board a technology based hiring solution for the City to streamline the personnel requisition, application and examination management processes.	Shared Services	Critical



Human Resources

Goal/Objective	Assigned Section	Priority Level
Assess the current data within the Human Resources Information System (CHRIS) for accuracy.	Shared Services	Critical
Develop a plan to implement the Human Resources Information System (CHRIS) Time and Labor module across City departments to encompass all project activities, training, and policy design and redesign.	Shared Services	Important
On-board an on-line Civil Service Meeting Management system that provides for standardized on-line agenda/minute management through a streamlined on-line voting structure.	Shared Services	Innovative
To attract, select, and on-board the right talent with the right skills to meet the needs of today and tomorrow's government.	Workforce Management	Critical
To further streamline the City's recruitment, hiring, and selection processes and systems to support the City's operational needs.	Workforce Management	Critical
Establish a staffing forecast model that identifies trends across customer-department areas over the next five (5) years.	Workforce Management	Critical

Performance Measures

Measure	2014 Actual	Reporting Year
Percent of reclassifications completed within a 90 day period	Est. Baseline	Calendar Year
Percent of salary request completed within a 72 hour period	Est. Baseline	Calendar Year
Percent of Job Analysis Questionnaire completed prior to test development and administration	Est. Baseline	Calendar Year
Percent of assessment instruments measuring no adverse impact	Est. Baseline	Calendar Year



Measure	2014 Actual	Reporting Year
Shared Services		
Percent of NEOGOV implemented	100 percent	Calendar Year
Percent of HR Policies reviewed and updated	Est. Baseline	Calendar Year
Percent of workflows/process maps designed	100 percent	Calendar Year
Percent of standard operating procedures designed	100 percent	Calendar Year
Percent of employees responding to employee engagement surveys per year	Est. Baseline	Calendar Year
Percent of employees reporting satisfaction with HR services annually	Est. Baseline	Calendar Year
Percent of HR Internal Shared Services Model designed and implemented	Est. Baseline	Calendar Year
Number of compliance reviews completed per year	Est. Baseline	Calendar Year
Percent of Labor Activity Reports distributed to Departments	100 percent	Calendar Year
Employee Services		
*Percentage of employees receiving a probationary evaluation	Est. Baseline	Calendar Year
*Percentage of employees receiving an annual evaluation	83 percent	Calendar Year
Percent of leaders trained on Lean Ohio Model per year	Est. Baseline	Calendar Year
Percent of workforce trained on Lean Ohio Model per year	Est. Baseline	Calendar Year
Percentage of complaints moving to OCRC/EEOC/Litigation on an annual basis	36 percent	Calendar Year
Percentage of "Diversity" goals met as identified within the EEOP Report	Est. Baseline	Calendar Year
Percentage of employees receiving training on cultural inclusionary practices	80 percent	Calendar Year
Percentage of formal complaints resolved within 90 days	100 percent	Calendar Year
Percentage of grievances resolved within timelines as established by labor agreements	Est. Baseline	Calendar Year

**Human Resources**

Measure	2014 Actual	Reporting Year
Percentage of leaders trained on leadership competencies annually	Est. Baseline	Calendar Year
Percentage of employees participating in workforce development program	Est. Baseline	Calendar Year
Percentage of formal disciplinary actions issued across the organization annually	2.8 percent	Calendar Year
Percentage of total grievances across the workforce on an annual basis	Est. Baseline	Calendar Year
Number of grievances denied at step 1/2	Est. Baseline	Calendar Year
Percent of grievance submitted to Step 3 and 4	Est. Baseline	Calendar Year
Percentage of Step 3/4 Grievances overturned	Est. Baseline	Calendar Year
Percentage of training participants rating training as satisfactory or above annually	Est. Baseline	Calendar Year
Percentage of tuition reimbursement processed within 72 hours per year	100 percent	Calendar Year
Total arbitrations per year	Est. Baseline	Calendar Year
Percentage of formal and informal complaints filed annually	1 percent	Calendar Year
Percent of employees completing New Hire Orientation with 30 days from hire	Est. Baseline	Fiscal Year
Percent of employees completing Departmental New Hire Orientation within 30 days from hire	Est. Baseline	Fiscal Year
Number of active Labor Management Committees	Est. Baseline	Calendar Year
Number of labor management issues resolved	Est. Baseline	Calendar Year
Workforce Management		
Percentage of assessment instruments redesigned	Est. Baseline	Calendar Year
Percentage of recruitment events occurring through social media	Est. Baseline	Calendar Year
Turnover analysis percentages	Est. Baseline	Calendar Year
Number of customer-department engagement visits	Est. Baseline	Fiscal Year
*Average Vacancy time-to-fill rate	82.78 days	Calendar Year
Percentage of departments reporting satisfaction with the on-line hiring process annually	Est. Baseline	Fiscal Year

Appendices

Appendix B: Performance Management



Human Resources

Measure	2014 Actual	Reporting Year
Percentage of employees receiving training on Civil Service process	Est. Baseline	Fiscal Year
Number of cancelled examinations due to errors	Est. Baseline	Calendar Year
Percent of Classification Career Paths established	Est. Baseline	Fiscal Year
Percentage of employees trained on Human Resources policies and procedures	Est. Baseline	Fiscal Year
Percentage of employees identifying the organization as culturally proficient	Est. Baseline	Fiscal Year



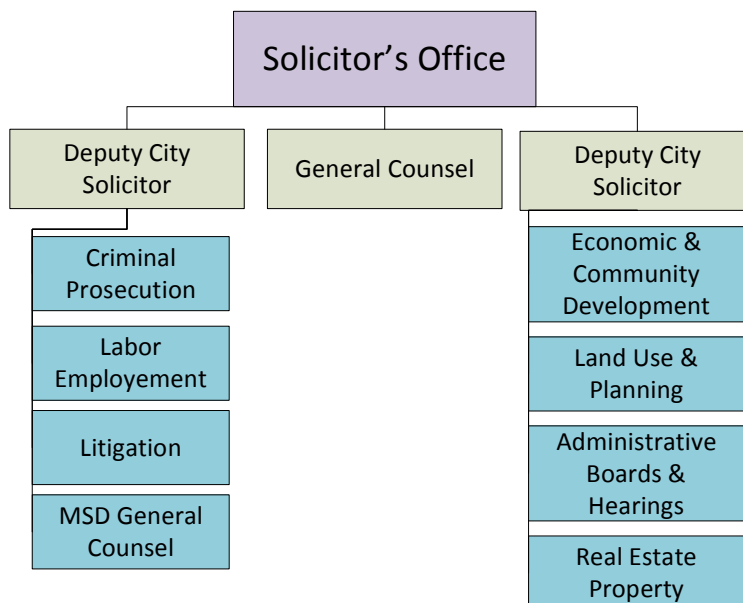
Performance Agreement

Department Head: Paula Boggs Muething

Department: Law Department

DEPARTMENT BACKGROUND

- **Department Mission.** The mission of the Law Department is to provide the highest quality legal services to all City of Cincinnati departments and officials in service of the citizens of Cincinnati, to do justice for the community, and to protect and defend the Charter and the Municipal Code. This mission is carried out by prosecuting criminal misdemeanors and implementing innovative crime prevention measures, representing the City in all forms of civil litigation, providing legal advice for the City's administrative and legislative activities, conducting administrative hearings for a wide range of civil offenses, managing the City's real estate holdings, and reviewing and drafting contracts for all of the City's operations, and supporting community and economic development activities.
- **Management Structure.**





PRIORITIES

- **Community and Economic Development.** Provide advice, counsel, and technical support to clients in the Community and Economic Development, Buildings, and Planning Departments as it relates to the end to end planning and development process.
- **Blight Reduction and Coordination.** Coordinate with all clients working in the nuisance and blight abatement realm in order to (1) provide legal support and assistance for nuisance abatement and related actions and (2) to identify problem properties and/or property owners and explore civil and criminal actions and remedies for addressing the issues at those properties.
- **Prosecution.** Prosecute misdemeanors in municipal court to enhance the safety and quality of life of all Cincinnati residents. City prosecutors shall justly and efficiently prosecute those who commit crimes in the City of Cincinnati. All prosecutions shall be carried out in a fair, just, and equitable manner with due regard for victims of crime as well as the rights of defendants.
- **Risk Mitigation.** Provide advice and counsel upon request of City officials and all City departments and divisions in order to ensure that actions are consistent with existing City, state and federal requirements. Ensure contracts and development agreements provide sufficient risk and loss mitigation and indemnification for the City and provide relevant background, legal analysis, and other support for legislative requests.
- **Procurement Reform and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to streamline the City's procurement processes while meeting economic inclusion goals.
- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.



Goals and Objectives

Goal/Objective
Focus on neighborhood development with a cross functional, inter-departmental approach combining code enforcement, blight abatement, public nuisance actions, crime and police data and strategies, and community and economic development initiatives.
Increase affirmative litigation targeted toward blight and nuisance abatement.
Increase affirmative litigation focused on collections activities.
Collaborate with other municipalities to develop innovative solutions to neighborhood redevelopment.
Effectively represent and defend all City officials and departments that are the subject of civil litigation.
Establish an electronic database for catalog of public records requests sent to the Law Department and any responses that are provided, in order to assist in future litigation matters.
Conduct an annual training session for City officials and employees on public records and state ethics laws.
Provide timely legal advice, opinions, and legislation to all City officials and departments.
Prosecute all blight and quality of life criminal matters in municipal court.
Assist the Department of Community and Economic Development with developing streamlined procedures for all deal phases.
For appeals to the Zoning Board of Appeals, Board of Housing Appeals, Board of Building Appeals, and Historic Conservation Board, promptly schedule hearings and provide decisions within a timely manner.
For criminal misdemeanor prosecutions, evaluate and analyze the investigative materials related to all charges in order to ensure that only those charges that have sufficient proof proceed to trial.
Represent all City departments on charges filed before the Equal Employment Opportunity Commission and the Ohio Civil Rights Commission.
Maintain inventory of all City owned property.
Provide real estate support services for City departments.

Appendices

Appendix B: Performance Management



Law

Performance Measures

Measure	2014 Actual	Reporting Year
General Counsel		
Ordinances Passed (includes GC and TD ordinances)	366	Calendar Year
Resolutions Passed (includes GC and TD resolutions)	61	Calendar Year
Public Records Requests Assigned to Law for Completion (excludes assistance provided to Depts. with Requests)	99	Calendar Year
Finalized Contracts Drafted by Law (excludes unfinalized draft provisions)	380	Calendar Year
Finalized Opinions Drafted (excludes informal opinions)	105	Calendar Year
Finalized Ordinances Drafted	278	Calendar Year
Finalized Resolutions Drafted	48	Calendar Year
Miscellaneous Other Reports, Memos, and Legal Opinions Produced	22	Calendar Year
Collections		
Total # of Referrals	8,621	Calendar Year
Total \$ Amount Collected	\$ 1,788,629	Calendar Year
% of Debt Collected within 60, 90, and 120 days of referral to Collections	Est. Baseline	Calendar Year
Litigation		
Total # of Cases Opened	97	Calendar Year
Total # of Cases Opened as Defendant	47	Calendar Year
Total # of Cases Opened as Plaintiff	50	Calendar Year
Total # of Cases Closed	100	Calendar Year
Total # of Appeals	7	Calendar Year
Total # of Employment Cases Opened	Est. Baseline	Calendar Year
Total # of Employment Cases Closed	Est. Baseline	Calendar Year
Subrogation Amounts Collected by Law (on behalf of City)	\$ 63,407	Calendar Year
Settlement amounts paid out of Workers' Comp fund	\$ 60,850	Calendar Year
Total \$ Amount Paid out of Judgment fund	\$ 1,889,405	Calendar Year



Measure	2014 Actual	Reporting Year
Zoning Hearing Examiner		
Total # of Applications Processed	128	Calendar Year
Avg. Days Between Application Filed and Hearing	45 (est. baseline)	Calendar Year
Avg. Days Between Hearing and Decision	12 (est. baseline)	Calendar Year
Avg. Days Between Application Filed and Decision	57 (est. baseline)	Calendar Year
Total Decisions Appealed	2	Calendar Year
Office of Administrative Hearings		
Total # of Cases	6063	Calendar Year
Total # of Hearings	939	Calendar Year
Avg. # of Days Between Hearing Request and Hearing	12 (est. baseline)	Calendar Year
Avg. Days Between Hearing and Decision	10 (est. baseline)	Calendar Year
Total Decisions Appealed	1	Calendar Year
\$ Amount of Fines Processed Through OAH (including unpaid fines referred to Collections)	\$ 2,130,125	Calendar Year
Economic & Community Development		
Development Agreements Executed	Est. Baseline	
Easements Recorded	Est. Baseline	
Property Sale Agreements Executed	Est. Baseline	
Community Reinvestment Area Property Tax Abatement Agreements Executed	Est. Baseline	
Job Creation Tax Credit Agreements Executed	Est. Baseline	
Property Investment Reimbursement Agreements Executed	Est. Baseline	
Tax Increment Financing (TIF) Ordinances Passed	Est. Baseline	
Mortgages Released	Est. Baseline	
ADDI Down Payment Assistance Agreements Executed	Est. Baseline	

Appendices

Appendix B: Performance Management



Law

Measure	2014 Actual	Reporting Year
Real Estate Services		
Title exams	165	Fiscal Year
Closings for Sale of Property	Est. Baseline	
Closings for Purchase of Property (Acquisition-related only, excludes appraisals related to selling or leasing City-owned property)	68	Fiscal Year
Appraisals (Acquisition-related only, excludes appraisals related to selling or leasing City-owned property)	105	Fiscal Year
Revocable Street Privileges executed	Est. Baseline	
Rights of Entry executed	Est. Baseline	
Inter-departmental MOU's executed	Est. Baseline	
Leases/Rental Agreements	Est. Baseline	
Estoppel Certificates	Est. Baseline	
Recording requests	Est. Baseline	
Instruments recorded (includes deeds, easements, covenants, judgment entries, mortgages, release of mortgages & covenants, affidavits, plats)	Est. Baseline	
Appropriations of Real Property (# of parcels, not # of complaints)	23	Fiscal Year
Resolutions of Intent to Appropriate Real Property passed	Est. Baseline	
Ordinances to Appropriate Real Property passed	Est. Baseline	
Sale and Vacation of Right of Way	Est. Baseline	
Dedication and Acceptance of Right of Way	Est. Baseline	



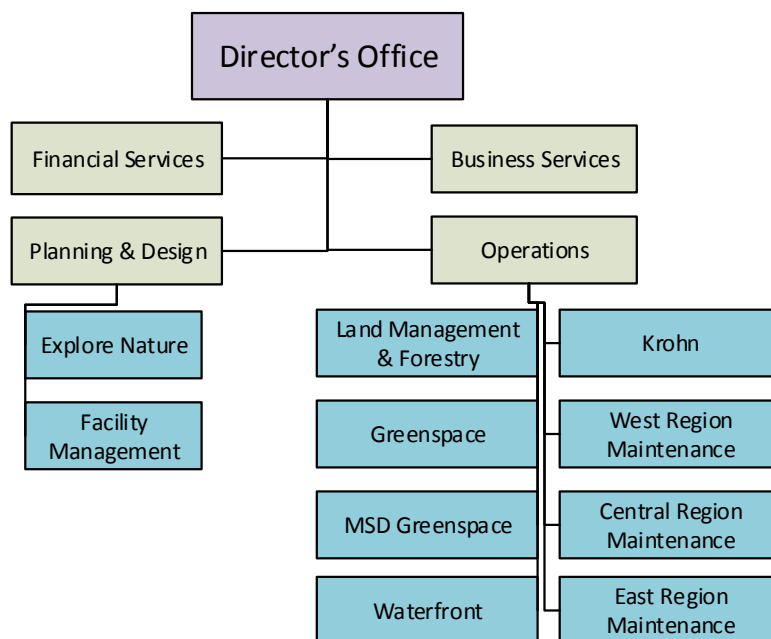
Performance Agreement

Department Head: Willie Carden

Department: Parks

DEPARTMENT BACKGROUND

· **Management Structure**



PRIORITIES

- **Youth Engagement and Outreach.** Develop a youth engagement and outreach plan for the Department with metrics for tracking the success of these efforts. The Park Board current has a program known as the **Summer Youth Green Leaf Program**.
- **Entrepreneurship in Leveraging City Funds.** Continue to increase the return on the City's general fund investment by enhancing and increasing fundraising, revenue, and volunteerism.
- **Purchasing Centralization and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to centralize and streamline the City's procurement processes while meeting economic inclusion goals.



ANTICIPATED CHALLENGES

As the city has suffered revenue reductions so have all the city departments. The city's earnings tax rate that funds the General Fund has remained unchanged since 1947. The city is in a new millennium and the funding challenges of today remain. *That said, the Park Boards anticipated challenges are inherently financial.* The Park Board completed a Master Plan in 2007 that City Council approved as well. That plan indicated that the Park Board needs to have a dedicated revenue source to implement the approved Master Plan. The Park Board's anticipated challenges are the following:

1. Full Operating Funding for Smale Riverfront Park
2. Additional funding to pay seasonal workers a more competitive wage. This will enable the Park Board to hire quality workers every year.
3. Reduce the Park Board's overall salary reimbursements to a more manageable level. Right now the Park Board has to reimburse over \$1.2 million a year just from the Park Board's capital program, which takes away from completing projects.
4. The Park Board needs to secure at least \$4 million a year for the annual Park Infrastructure project. Over the past several years, the Park Board has only received \$1.3 to \$1.4 million to complete capital projects. In addition, the Park Board has to reimburse the General Fund 050 for \$1.2 million in salaries, which leaves only \$100,000 to \$200,000 to do actual projects.
5. The Park Board needs to complete the construction of Smale Riverfront Park. The Transient Boat Dock has received \$1.8 million in grants. The Park Board needs to secure grant matches of \$1.5 million. The problem is that the Park Board needs to secure the match before they are able to sign the grant agreements. The Park Board has held off signing those grants for a year now. If the Park Board doesn't receive funding by July 2015 we will have to forfeit the grants. Moreover, the Park Board is eligible to file for \$1.5 million of additional grant funding to complete phase II of the dock in future years.
6. The Park Board has several Master Plan projects that need to be implemented over the next few years that will require additional capital funding such as; Mt. Airy Forest, Burnet Woods, and Lytle Park.
7. The Park Board is in need of funding for programming of the Waterfront Parks, Downtown parks, and for Smale Riverfront Park.



Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Administer in-house training programs related to safety, communication, and finances by providing at least 10 hours of yearly training to each employee.	Business Services	Innovative
To provide rock solid customer service, manage park concerts and events, and manage contracts and special permit requests.	Business Services	Critical
Provide timely and quality customer service in response to citizen requests for service, facility reservations, and special use permits.	Business Services	Critical
To manage and direct all departmental functions of the City's park system and serve as secretary to the Cincinnati Board of Park Commissioners.	Director's Office	Important
Prepare an annual business plan that establishes performance targets that are reported quarterly.	Director's Office	Critical
To provide a regional destination, which generates more than \$25 million a year to the region.	Director's Office	Important
This target will provide for 100% accountability of all Park Board resources by issuing monthly financial reports and not exceeding the Park Board's authorization as a whole. This management process includes processing all financial documents, budgets,	Finance Services	Critical
Sustain and enhance the urban forest in an environmentally appropriate manner by maintaining 1/6 of City trees annually on a six-year cycle.	Operations	Important
This target provides 100% of the general maintenance to the greenspace program using staff and contractors to maintain city highway's and gateway's providing litter control, mowing, pruning, planting, and watering according to the Park Board's maintenance	Operations	Important
To manage the City's park system within the resources allocated according to the Park Board's established maintenance schedules.	Operations	Important
To provide for reliable park structures, buildings, and playgrounds that are safe and enjoyable.	Operations	Important
Meet the weekly maintenance schedules for litter collection, mowing, facility cleaning, playground inspections, trail maintenance, and floral bed maintenance.	Operations	Critical
The target is to provide 100% of the park maintenance with the resources allotted to meet the weekly maintenance schedules for stormwater inlet maintenance and litter and mowing of stormwater areas within the park system.	Operations	Important
The target is to provide 100% of the park maintenance with the resources allotted to meet the weekly maintenance schedules for litter, mowing, facility cleaning, playground inspections, trail maintenance, and floral bed maintenance.	Operations	Important
To offer a clean, safe, and well-maintained venue for special events and general enjoyment.	Operations	Critical
Sustain high customer satisfaction for the Krohn Conservatory at over 90% rating.	Operations & Krohn	Important

Appendices

Appendix B: Performance Management



Parks

Goal/Objective	Assigned Section	Priority Level
To provide for capital replacement, new park construction, and implementation of the Park Board's Master Plan through the management of capital construction and renovation contracts/projects at multiple Park Board sites.	Planning	Critical
Complete on a yearly basis at least 70 construction, renovation, or replacement projects.	Planning	Important
Perform 1,300 maintenance tasks on a yearly basis to Park's infrastructure including buildings, trails, overlooks, playgrounds, sidewalks, and retaining walls.	Planning	Important
Sustain high customer satisfaction for Nature Education Programs at over 90% rating.	Planning & Explore Nature	Critical

Performance Measures

Measure	2014 Actual	Reporting Year
Percentage of business plan performance targets met annually.	98%	Fiscal Year
Percentage of park maintenance according to weekly maintenance schedules.	100%	Fiscal Year
Percentage of customers rating facilities good to excellent.	98%	Fiscal Year
Percentage of City trees inspected and maintained each year.	17%	Fiscal Year
Percentage of the 70 construction, renovation, or replacement projects goal completed.	50%	Fiscal Year
Percentage of employees receiving at least 10 hours of training each year.	100%	Fiscal Year
Krohn Conservatory attendee rating of satisfied or very satisfied by 90% of customers surveyed.	97%	Fiscal Year
Nature Education participant rating of satisfied or very satisfied by 90% of customers surveyed.	98%	Fiscal Year
Percentage of the 1,300 maintenance tasks goal completed.	100%	Fiscal Year
Percentage of applications for reservations processed within 10 days of receipt.	100%	Fiscal Year
Percentage of service requests, complaints, and referrals responded to within five days of receipt.	95%	Fiscal Year
Percentage of reservation and permit application forms issued within 24 hours of request.	90%	Fiscal Year



Parks

Measure	2014 Actual	Reporting Year
Other Measures		
Krohn Conservatory Visitors	over 250,000 annually	Fiscal Year
Total Volunteers	3,926	Fiscal Year
Total Volunteer hours	53,685	Fiscal Year
Preventive Maintenance Tasks Completed	4,128	Fiscal Year
Reactive maintenance work orders completed	3,772	Fiscal Year
Explore nature total programs offered	1,200	Fiscal Year
Explore Nature total Children Served	59,409	Fiscal Year
Explore nature total adults served	46,425	Fiscal Year
# of Special Use Permits Issued	181	Fiscal Year
# of special use permit attendees	114,190	Fiscal Year
Picnic Shelter & Garden Area reservations	403	Fiscal Year
Picnic Shelter & Garden Area visitors	49,225	Fiscal Year
Premier Facilities reservations	178	Fiscal Year
Premier facilities guests	23,900	Fiscal Year
Private Funds raised for parks maintenance	907,500	Fiscal Year
Volunteer funds (hours converted to \$) for parks maintenance	\$1,342,125	Fiscal Year
Parks Assets		
# of Neighborhood Parks	68	Fiscal Year
# of River Parks	7	Fiscal Year
Number of Parkways	5	Fiscal Year
Facilities	121	Fiscal Year
Number of Solar Facilities	15	Fiscal Year
Number of Public Art Pieces	46	Fiscal Year
Scenic Overlooks	21	Fiscal Year
Interactive Fountains	5	Fiscal Year
Disc Golf Courses	2	Fiscal Year
Number of Street Trees	80,000	Fiscal Year
Miles of Hiking Trails	65	Fiscal Year
Overseas Gardens	4	Fiscal Year
Dog Parks	3	Fiscal Year



Police

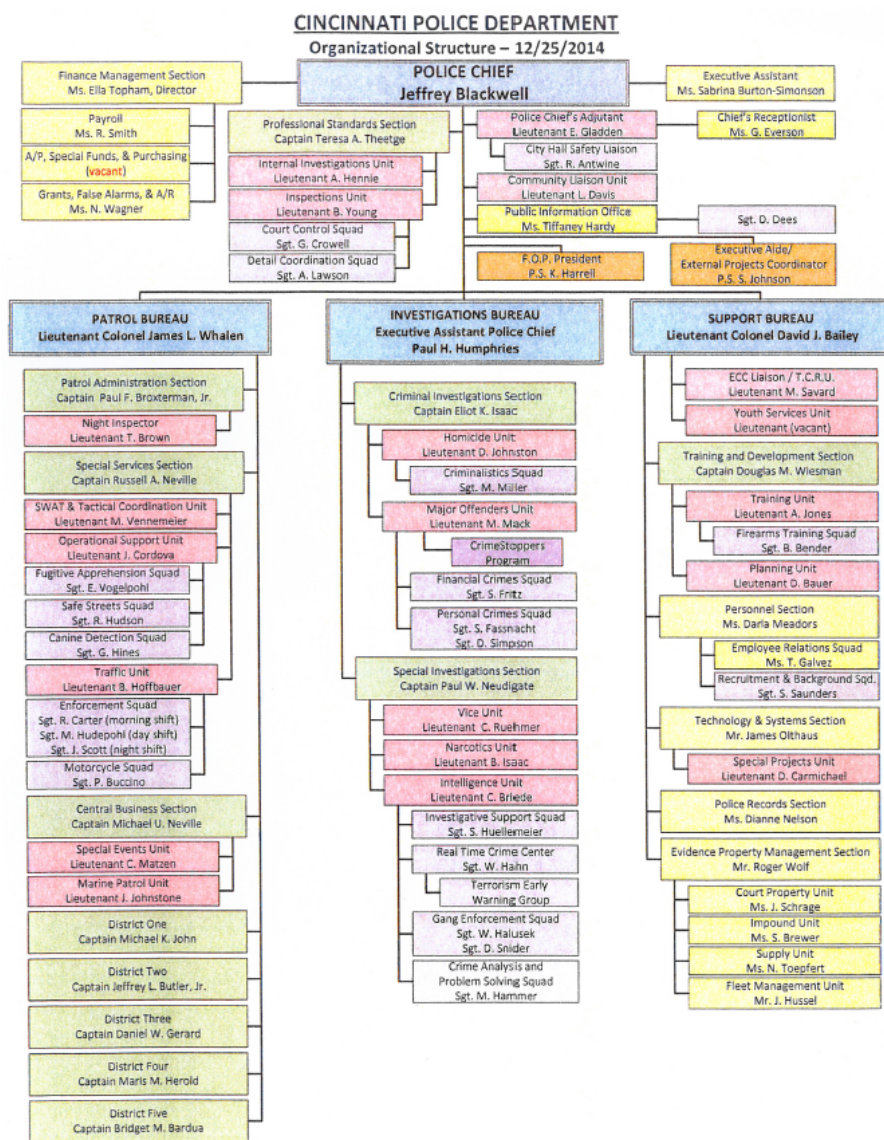
Performance Agreement

Department Head: Chief Jeffrey Blackwell

Department: Police

BACKGROUND

Management Structure





PRIORITIES

- **Part 1 Crime Reduction.** Set a goal of a 5% reduction in Part I violent crimes and 5% reduction Part I property crimes in calendar year 2015 compared to calendar year 2014. Target reductions in specific areas and neighborhoods that drive overall crime based on crime analysis. The average year over year decrease in violent crime since 2006 has been 5.38% with a low of an 11.39% increase in 2008 compared to 2007 and a high of a 12.04% decrease in 2011 compared to 2010. The average year over year decrease in property crime since 2006 has been 3.38% with a low of a 1.11% increase in 2011 compared to 2010 and a high of a 10.19% decrease in 2012 compared 2011.
- **Homicides and Non-fatal Shootings.** Within violent crime, there should be a specific focus on reducing the total number of homicides and non-fatal shootings.
- **Coordination with CIRV.** In the effort to reduce violent crime, the Chief should insure the department integrates its deployment strategies with the objectives, goals, measures and strategies of CIRV.
- **Collaborative Agreements and Manager's Advisory Group (MAG).** Continue to monitor and enhance compliance with the objectives of the collaborative agreements using the MAG as a tool for this purpose.
- **Youth and Community Engagement.** Maintain and grow the Department's youth engagement and outreach plan with a focus on developing measures to track the success of these efforts.
- **Problem Oriented and Place Based Strategies.** Continue to use Problem Oriented and Place Based problem strategies to address and reduce crime. Strategies and tactics should be driven by data analysis and be evidence based.
- **Clearance Rates.** Monitor and improve departmental and district clearances rates for Part 1 violent crime categories. In 2014, CPD's clearance rate for homicide was 57.1%, 35.9% for rape, 28.6% for robbery, and 47.8% for aggravated assault. The national average for the four categories respectively in 2013 were 64.1%, 40.6%, 29.4%, and 57.7%.



Police

- **Department Staffing.** Monitor staffing and future anticipated attrition levels to ensure there is a plan in place to maintain the proper officer staffing level.
- **Information Technology.** Conduct an initial assessment of the Department's IT resources and develop a plan for upgrading the Department's assets to increase the efficiency and effectiveness of operations in line with emerging technology trends in law enforcement.
- **Overtime.** While managing deployment to reduce crime, contain overtime costs to help maintain fiscal integrity for the Department and the City. Ensure that we are maximizing the strategic application of overtime.
- **Procurement Reform and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to streamline the City's procurement processes while meeting economic inclusion goals.
- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.

ANTICIPATED CHALLENGES

- Technological limitations
- Physical assets
- Overtime and Police Visibility Overtime funding
- Major events staffing: Summer 2015 and 2016
- Maintaining Department Staffing Level

Goals and Objectives

Goal/Objective	Assigned Section
Ensure the Police Department's standards for professionalism and efficiency are maintained or expanded.	Professional Standards Section
Make Cincinnati safer by utilizing resources and strategies to prevent and solve crimes through a variety of crime-specific units and specialized techniques.	Special Investigations Section; CLU; Operational Support Unit
Make Cincinnati safer by utilizing resources and strategies to prevent, protect, and recover from critical incidents and natural disasters.	Terrorism Early Warning Group

Appendices

Appendix B: Performance Management



Police

Goal/Objective	Assigned Section
Make Cincinnati safer by utilizing resources and strategies to reduce violent crime and vice, traffic violations and congestion, and to apprehend fugitives.	Patrol and Investigations Bureaus
Provide necessary equipment and support to facilitate the Public Safety Operations of the Police Department.	Fleet Mgt; Finance Mgt
Utilize technology to improve public safety and enhance public service while balancing costs to ensure efficiency.	TASS; CAPS
Develop Technology for More Efficient Daily Operations - Implement solutions for technology issues in daily operations.	TASS
Enhance Public Communication - Expand department's role in neighborhood meetings.	Patrol Bureau; CLU
Enhance Public Education on Police Operations - Improve Community/Police relationships by expanding educational efforts for public understanding of Police Operations.	Training & Development Section
Ensure Administrative Accountability - Maintain the highest level of accuracy and accountability for administration of property, evidence, and records.	Support Bureau
IMPROVE PATROL FUNCTION - Utilize personnel, resources, and information analysis to improve the Patrol Function in order to optimize deployment, response time, and traffic safety.	Patrol Bureau
Increase Professional Standard - Facilitate and encourage department members to increase professionalism through completion of certification and higher education programs.	Training & Development Section; Finance Mgt
Maintain an Efficient and Effective Work Force - Utilize employee selection, training, cross-training, evaluation, and communication to facilitate organizational changes directed toward continued department improvement.	Training & Development Section; Personnel Section
Reduce Crime - Implement strategies including the formation/continuation of partnerships with emphasis on enforcement, prior offenders, and offenses using firearms that will facilitate the reduction of overall crime and specifically violent crime.	CIRV; Operational Support Unit
Reduce Illegal Drug Activity - Utilize new organizational structure , partnerships, and techniques to reduce illegal drug activity.	Patrol and Investigations Bureaus



Goal/Objective	Assigned Section
REDUCE NUMBER OF WANTED FUGITIVES IN COMMUNITY - Establish/continue partnerships to solicit and share information in order to reduce the number of wanted fugitives in the community.	Investigations Bureau
REDUCE VICE RELATED OFFENSES - Utilize civil penalties, reverse prostitution stings and liquor license enforcement to reduce vice related offenses and increase neighborhood peace and safety.	Investigations Bureau
Successful Critical Incident Response - Enhance the department's preparedness and capability for response to emergency incidents, critical incidents, and natural disasters.	Tactical Coordination Unit
Utilize Problem Solving Strategies and Techniques - Utilize problem solving strategies and techniques to address chronic crime and disorder issues.	Patrol Bureau
Utilize Technological Advances for Public Safety - Implement innovative programs utilizing technology to improve public safety such as surveillance cameras, information websites, and cellular identification.	TASS; Finance Mgt

Performance Measures

Measure	2014	Reporting Year
Personnel & Strength Report		
Total Sworn Funded Positions	1,114	Calendar
Total Civilian Funded Positions	148	Calendar
Total Sworn Filled Positions	1,008	Calendar
Captains	12	Calendar
Lieutenants	41	Calendar
Sergeants	162	Calendar
Officers	784	Calendar

Appendices

Appendix B: Performance Management



Police

Measure	2014	Reporting Year
Crime Stats		
Rate & Percentage Change		
Percentage change in total violent crime from prior year.	-10%	Calendar
Percentage change in total property crime from prior year.	-4%	Calendar
Homicide Rate (per 100,000)	21	Calendar
Violent Crime Rate (per 100,000)	820	Calendar
Property Crime Rate (per 100,000)	5,707	Calendar
7, 14, 28, Annual Crime by District		
Total Homicides	63	Calendar
Juvenile (homicide victims, 17 & under)	10	Calendar
Shootings	374	Calendar
Juvenile (shooting victims, 17 & under)		Calendar
Rapes	248	Calendar
Robberies	1,386	Calendar
Aggravated Assaults	737	Calendar
Total Part 1 Violent Crime	2,435	Calendar
Burglaries	4,866	Calendar
Theft from Auto	3,545	Calendar
Other Larcenies	7,461	Calendar
Auto-Theft	1,074	Calendar
Total Part 1 Property Crimes	16,946	Calendar
Total Part 1 Crimes	19,381	Calendar
Gun Crimes		
Homicide with a gun	63	Calendar
Shooting Offenses	374	Calendar
Robbery	729	Calendar
Part 1 Clearances		
Homicide	57.1	Calendar
Rape	35.9	Calendar
Robbery	28.6	Calendar
Aggravated Assaults	47.8	Calendar



Measure	2014	Reporting Year
ADULT Arrests by District (by type)		
Felony Arrests		
Citywide	5,871	Calendar
District 1	1,098	Calendar
District 2	674	Calendar
District 3	1,614	Calendar
District 4	1,104	Calendar
District 5	1,001	Calendar
Central Business Section	377	Calendar
Misdemeanor Arrests		
Citywide	20,257	Calendar
District 1	4,297	Calendar
District 2	1,657	Calendar
District 3	4,996	Calendar
District 4	3,095	Calendar
District 5	3,191	Calendar
Central Business Section	3,010	Calendar
JUVENILE arrests by type (citywide only)		
Felony Arrests	677	Calendar
Misdemeanor Arrests	5,067	Calendar
Gun Arrests by arrest type		
Weapons Under Disability	Est Baseline	Calendar
Carrying a Concealed Weapon	Est Baseline	Calendar
Drug Dealer Arrest Eviction Letters Sent	Est Baseline	Calendar
Drug Dealer Arrest Evictions Achieved	Est Baseline	Calendar
Warrant Stats		
Total Outstanding Felony Warrants by district	Est Baseline	Calendar
# of felony Warrant arrests made by district	Est Baseline	Calendar
Calls for Service Stats		
Total Calls for Service	44,497	Calendar
Calls for Service by district and type		
District 1 (Priority 1-2)	7,501	Calendar
District 2 (Priority 1-2)	4,974	Calendar
District 3 (Priority 1-2)	12,146	Calendar
District 4 (Priority 1-2)	9,505	Calendar
District 5 (Priority 1-2)	7,566	Calendar
Central Business Section (Priority 1-2)	2,805	Calendar
Calls Diverted by Telephone Reporting Unit	Est Baseline	Calendar

Appendices

Appendix B: Performance Management



Police

Measure	2014	Reporting Year
Calls for Service Response Times		
Average response time from dispatch to arrival by call type and district (in minutes)		
Citywide (Priority 1-2)	7.31	Calendar
District 1 (Priority 1-2)	4.31	Calendar
District 2 (Priority 1-2)	9.63	Calendar
District 3 (Priority 1-2)	9.72	Calendar
District 4 (Priority 1-2)	6.86	Calendar
District 5 (Priority 1-2)	6.59	Calendar
Central Business Section (Priority 1-2)	3.85	Calendar
Percentage change in calls for service related to drug activity.	8591	Calendar
Percentage change in prostitution complaints from prior year.	548	Calendar
Internal Investigations (allegations by type)		
CCRP Investigation		
Discourtesy	209	Calendar
Lack of Proper Service	185	Calendar
Improper Procedure	47	Calendar
IIU Investigation		
Excessive Force	49	Calendar
Serious Misconduct	16	Calendar
Criminal Conduct	10	Calendar
Sexual Misconduct	2	Calendar
Improper Search & Seizure	13	Calendar
Unnecessary pointing of Firearms	4	Calendar
Discrimination	11	Calendar



Measure	2014	Reporting Year
Risk Management		
Departmental Auto Accidents by District/Unit		
CBS	4	Calendar
CIS	6	Calendar
District 1	12	Calendar
District 2	24	Calendar
District 3	28	Calendar
District 4	28	Calendar
District 5	23	Calendar
Other Units	29	Calendar
Parked Vehicle (no driver)	13	Calendar
Preventable Auto Accidents	80	Calendar
Non Preventable Auto Accidents	87	Calendar
Total Line of Duty Injuries	115	Calendar
Line of Duty Injuries from Accidents	15	Calendar
Percentage reduction in Auto Accidents.	167	Calendar
Recruitment Stats		
# of Recruits by class number	Est Baseline	Calendar
Sworn Extended Leave		
Extended Medical Leave	Est Baseline	Calendar
Extended Limited Duty	Est Baseline	Calendar
Permanent limited duty	Est Baseline	Calendar
Police Powers Suspended	Est Baseline	Calendar
Overtime Stats		
Total Overtime	Est Baseline	Calendar
Overtime by District and Section	Est Baseline	Calendar
Total Court overtime	Est Baseline	Calendar
Court overtime by district and section	Est Baseline	Calendar
Other Measures		
Percentage of CPOP problems successfully resolved.	Est Baseline	Calendar
Percentage of identified problems resolved.	Est Baseline	Calendar
Percentage of community problems resolved.	Est Baseline	Calendar
Number of employees participating in tuition reimbursement opportunity.	Est Baseline	Calendar
Percentage increase of employees participating in professional development training.	Est Baseline	Calendar
Percentage of employees completing mandated training.	Est Baseline	Calendar
Percentage of recruits successfully completing the Police Academy.	Est Baseline	Calendar

Appendices

Appendix B: Performance Management



Public Services

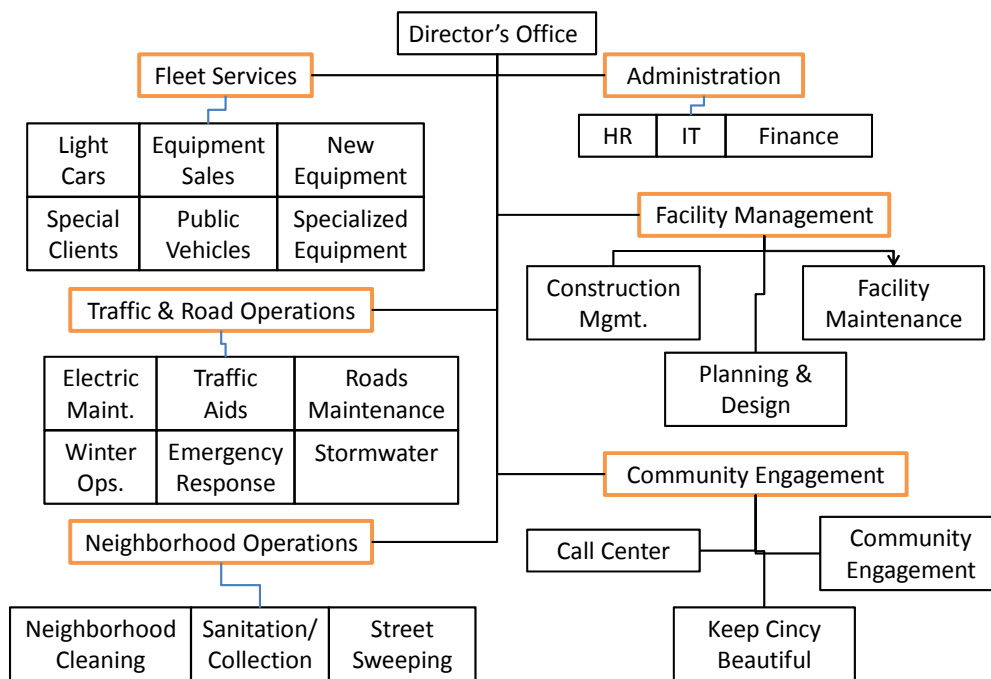
Performance Agreement

Department Head: Gerald Checco

Department: Public Services

DEPARTMENT BACKGROUND

• Management Structure





PRIORITIES

- **Blight Reduction on Private Lots.** Coordinate with all relevant stakeholders to implement a blight reduction program for private lots in the City. Develop metrics to evaluate the effectiveness of the Department's code enforcement and blight removal efforts.
- **Right of Way and Gateway Greenspace Maintenance.** Develop a strategic greenspace maintenance plan for the City.
- **Trash Policy.** Ensure a smooth transition to the new four day trash policy to minimize service disruptions and maximize the productivity of neighborhood blitzes. Closely track missed pick-ups and develop metrics to evaluate the effectiveness of the neighborhood blitzes.
- **Fleet.** Develop a plan to evaluate the City's fleet assets in order to rightsize and modernize the fleet. The goal of the rightsizing and modernization is to optimize the total cost of the fleet while improving the capacity for city agencies to deliver services.
- **Facilities.** Develop a plan to evaluate the City's total portfolio of facilities in order to gain a clear understanding of what the City currently spends on facilities and the optimum budget to minimize facility costs over time.
- **Snow and Ice Removal.** As the lead agency for snow and ice removal, continue to ensure that the Department and the City are prepared for a winter weather event.
- **Change Orders.** Track the change order rate and dollar amount for both design and construction of capital projects.
- **Energy Conservation.** Promote energy conservation throughout city facilities. Develop and track efforts and outcomes related to this effort.



Public Services

- **Procurement Reform and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to streamline the City's procurement processes while meeting economic inclusion goals.
- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.

ANTICIPATED CHALLENGES

- **Fleet Replacement and Repair.** The Fleet Services Division is responsible for providing quality automotive equipment to all City departments. Approximately 60% of the automotive equipment in agencies supported by the General Fund is currently out of lifecycle due to insufficient funding in the General Capital Budget to replace equipment. This includes equipment for General Fund agencies such as the Police Department, Fire Department, Department of Public Services, Recreation, Parks, and others. Approximately \$12.3 million is needed annually to replace automotive equipment on lifecycle for various equipment classifications. Catch-up funding is also needed to replace equipment that was not replaced in recent years due to insufficient funding. The "catch-up" amount is estimated to be \$6.3 million annually. Please note that the requested six-year plan for the FY 2016-2021 Capital Improvement Plan includes \$35.7 million for fleet replacement for General Fund agencies.
- **City Facility Renovation, Repair, and Replacement.** The City Facility Management Division provides quality and cost effective management of most of the City's facilities and buildings. Funding within the Capital Budget has not been sufficient for many years to keep pace with the maintenance, repair, and replacement of General Fund facilities such as those used by Police, Fire, and Public Services. Resources are needed for an annual capital investment increase of \$5 million for the next ten years to "catch-up" for years of delayed and underfunded capital improvements. Funding is required to stabilize the infrastructure of City-owned, operated and occupied facilities. This increase is necessary to begin to address the current \$100 million of unfunded maintenance and \$50 million of unfunded Smale Commission capital investment.



Public Services

Enhanced and Improved Training Opportunities for Employees. The Department of Public Services (DPS) regularly hires low-skilled or unskilled entry level employees to perform seasonal work such as yard waste collection or greenspace maintenance. These employees are frequently promoted to full-time positions and learn the basic skills needed to perform the tasks associated with their position. For example, seasonal Municipal Workers are typically promoted to Laborers or Sanitation Helpers who are often promoted again to Sanitation Specialists or Truck Drivers. DPS is committed to promoting from within; however, the labor pool has most often received on-the-job training and often does not possess basic computer, business or leadership skills to be promoted to middle-management positions.

Currently DPS is investing in the development of a Training Academy to provide opportunities for employees to gain the skills needed to function in middle-management positions. Courses will be offered to learn computer and business skills, customer service, and improved communication techniques. Lunch-and-Learn sessions will be provided with titles that include “Time Management: Getting Control of Your Life and Work,” “Conflicts in the Workplace,” and “Leadership at Every Level.” The main objectives of the Training Academy are to provide opportunities for advancement and to strengthen the quality of the DPS workforce.

The Training Academy is being developed on a bare bones budget and additional funding is needed to design a comprehensive training program that offers a needs assessment process to identify individual deficiencies. From there, training can be tailored for improvement in specific areas. Additionally, employees would benefit from personalized learning paths to help guide them through the training best suited for their career goals. DPS would also like to develop a voluntary mentoring program.



Goals and Objectives

Goal/Objective	Assigned Section	Priority
To promote service excellence through effective administration, structured processes, and improved management systems.	Administration	Critical
Complete annual strategic and business plans accurately and on time.	Administration	Critical
Provide efficient customer service to the citizens utilizing the Customer Service Communication Center.	Administration	Critical
Develop DPS training academy	Administration	Critical
Ensure department is compliant with risk reduction program's mobile crane standard	Administration	Critical
Kronos Implementation	Administration	Critical
Maximo Upgrade	Administration	Critical
Re-route sanitation routes	Administration	Critical
Napa parts requests	Administration	Critical
Windows 7 Workstations	Administration	Critical



Goal/Objective	Assigned Section	Priority
Manage worker availability by maintaining sick leave hours used per 1000 hours worked.	Administration	Important
Maintain a 95% or higher percentage of employees with up-to-date performance evaluations.	Administration	Important
Develop succession planning	Administration	Important
Reduce Departmental accidents	Administration	Important
Train Department employees to be successful at applying for and receiving job promotion opportunities	Administration	Important
Install Conference room A/V	Administration	Important
Create public awareness messages/videos	Administration	Innovative
Implement Electronic Message Boards	Administration	Innovative
Create comprehensive policy and procedure manual	Call Center & Citizen Engagement	Critical
Establish protocol for social media service request	Call Center & Citizen Engagement	Critical
Implement comprehensive training program	Call Center & Citizen Engagement	Critical
Create scripts and training manual. Schedule monthly meetings with departments	Call Center & Citizen Engagement	Critical
Create performance measures for staff	Call Center & Citizen	Critical
Schedule monthly meetings with Departments' CSR representatives	Call Center & Citizen Engagement	Critical
Conduct customer service survey	Call Center & Citizen	Critical
Conduct quality assurance testing. Review statistical reports	Call Center & Citizen Engagement	Critical
Implement process for update CSR contacts	Call Center & Citizen Engagement	Critical
Implement new telephone technology	Call Center & Citizen Engagement	Critical
Create annual seasonal staffing plan. Identify call center best practices. Improve customer service experience	Call Center & Citizen Engagement	Critical
To manage City assets as long term investments in order to achieve service excellence.	Facility Management	Critical



Goal/Objective	Assigned Section	Priority
To provide outstanding automotive and other motorized equipment service to all City agencies that supports public health and safety for the citizens of Cincinnati.	Facility Management	Critical
To oversee the management of City Facility assets used by private organizations, arts groups, markets and non-general funded agencies.	Facility Management	Critical
Implement a new Preventative Maintenance and Inventory Tracking System	Facility Management	Critical
Create a work order and tracking process	Facility Management	Critical
Create manual and training guide for Tyler Davidson Fountain	Facility Management	Critical
Work order close tracking and report	Facility Management	Critical
Ensure CFMs maintenance section remains efficient and effective during the change from a reimbursed section to a section that is funded and performs its intended purpose which is the maintenance and repair of the facilities assigned to us	Facility Management	Critical
Review reimbursable expenditures for CDBG projects for compliance with HUD requirements and MOUs	Facility Management	Critical
Fire Station 21 replacement	Facility Management	Critical
New Police District 3	Facility Management	Critical
Facility Asset Management Replacement Plan	Facility Management	Critical
Provide timely repair and maintenance to all facilities under management of CFM.	Facility Management	Critical
Achieve reduction in energy use in all renovation and new construction facility projects by following LEED guidelines.	Facility Management	Important
Assist 3CDC in the daily operations of Fountain Square by providing monitoring and oversight of the multitude of contracts governing the new found partnership.	Facility Management	Important



Goal/Objective	Assigned Section	Priority
Assist the department with lowering fuel usage costs by establishing procedures for staff to reduce fuel consumption through various conservation methods.	Facility Management	Important
Update the Capital Project Tracking specific to sub projects which followed all expenditures from initial planning through final completion	Facility Management	Important
Fountain Square Capital Plan	Facility Management	Important
Continue managing contractual agreements for Fountain Square Plaza with 3CDC	Facility Management	Important
Customer survey as well as customer feedback process from those we serve and best method for us to communicate to them following service	Facility Management	Important
Old Police District Three final determination of future use	Facility Management	Important
Shillito's Building Management Agreement	Facility Management	Important
Hazard Correction/Safety and Code Program	Facility Management	Innovative
Energy Performance/Tracking	Facility Management	Innovative
Best practices, cost comparison, organizational structure for internal City agencies, other cities and private firms performing facility management	Facility Management	Innovative
CVG Murals	Facility Management	Innovative
Maintain operation of essential Police, Fire and Public Service equipment at full capacity.	Fleet Management	Critical
Present State of the Fleet Report to Council	Fleet Management	Critical
Create a work plan for winter operations	Fleet Management	Critical
Conduct technician to equipment analysis	Fleet Management	Critical
Centralize mechanics	Fleet Management	Critical
Percentage of equipment available including spare equipment (100% of equipment represents operation at full capacity, including spares).	Fleet Management	Important



Goal/Objective	Assigned Section	Priority
Complete City-wide Inventory	Fleet Management	Important
Update city wide policies and procedures	Fleet Management	Important
Apply for ASE Blue Seal Certification	Fleet Management	Important
Redesign Equipment Replacement Program	Fleet Management	Innovative
Develop cost analysis for retrofits	Fleet Management	Innovative
Develop cost analyst for synthetic fuel programs	Fleet Management	Innovative
Develop multiple labor rates	Fleet Management	Innovative
Submit application for Top 10 Green Fleets	Fleet Management	Innovative
Submit application for top 100 Best Public Sector Fleet	Fleet Management	Innovative
Proactively identify 75% of graffiti locations within the confines of the City ordinance.	KCB	Important
Increase volunteer initiatives by increasing the awareness of the Great American Cleanup and Make a Difference Day through more targeted advertising.	KCB/NOD	Important
To promote neighborhood investment, public safety and service excellence by managing the City's many waste collection efforts in an environmentally and cost effective manner.	Neighborhood Operations	Critical
Maintain clean right-of-ways, green spaces, streets, gateways, and thoroughfares throughout the community.	Neighborhood Operations	Critical
Provide efficient and effective collection of residential tires.	Neighborhood Operations	Critical
Remove dead animals from the right of way within 24 hours of request (excluding holidays).	Neighborhood Operations	Critical
Create new trash policy for the City	Neighborhood Operations	Critical
Create Master Plan for the Greenspace Program	Neighborhood Operations	Critical
Implement Trash Policy	Neighborhood Operations	Critical
Implement Greensapce Master Schedule	Neighborhood Operations	Critical
Street sweep 150 curb miles per week	Neighborhood Operations	Critical
Respond to dead animal service calls within 24 hours	Neighborhood Operations	Critical



Goal/Objective	Assigned Section	Priority
Service neighborhood corner cans at least twice a week	Neighborhood Operations	Critical
To support the operational needs of Division of Neighborhood Operations' major programs through the use of volunteers and prisoners and through providing education and information to the Division's customers.	Neighborhood Operations	Important
Maintain the West Fork Facility dock area in accordance with Ohio Environmental Protection Agency regulations to help ensure service excellence.	Neighborhood Operations	Important
Achieve a litter index rating of 2.0.	Neighborhood Operations	Important
Maintain designated green space/high visibility areas on schedule	Neighborhood Operations	Important
Respond to 95% of service inquiries within 24 hours (one business day)	Neighborhood Operations	Important
Complete all return to Collect services request within 24 hours)	Neighborhood Operations	Important
Respond to solid waste violation within 48 hours (2 business days)	Neighborhood Operations	Important
Restructure downtown corner cans service	Neighborhood Operations	Important
Reduce cancellations of parking infractions	Neighborhood Operations	Important
Remove street postings within 24 hours of sweeping completion	Neighborhood Operations	Important
Collect tire service request within 48 hours of notification	Neighborhood Operations	Important
To promote neighborhood investment, economic development, and public safety by providing an aesthetically pleasing appearance throughout the community by maintaining clean right-of-ways, green spaces, streets, gateways, and thoroughfares.	Traffic & Road Operations	Critical
To promote neighborhood investment, public safety and economic development through effective traffic control, pavement, and structure maintenance programs.	Traffic & Road Operations	Critical



Goal/Objective	Assigned Section	Priority
To promote public safety for travelers of city streets during winter storms.	Traffic & Road Operations	Critical
Maintain crosswalks by repainting as needed.	Traffic & Road Operations	Critical
Promptly correct reported traffic signal outages within 48 hours.	Traffic & Road Operations	Critical
Complete Snow Plan	Traffic & Road Operations	Critical
Respond to pothole requests within 12 days	Traffic & Road Operations	Critical
Report on expenditure of new funding for potholes. Fix and document at least 8,000 potholes	Traffic & Road Operations	Critical
Maintain an MOU with DOTE to perform reimbursable asphalt and concrete work. 100% of dollar amount of MOU by end of the fiscal year	Traffic & Road Operations	Critical
Maintain a MOU with MSD/SMU to perform reimbursable Stormwater maintenance work. Achieve 100% of the dollar amount of the MOU by the end of the fiscal year	Traffic & Road Operations	Critical
Traffic & Road Operations will maintain a level of outstanding fleet PMs of less than 5% given that there are available resources from Fleet to complete the work	Traffic & Road Operations	Critical
Street Car readiness	Traffic & Road Operations	Critical
Respond to structural maintenance (guard rail, attenuator, fence, hand rail) service requisitions for items within 60 days of date received	Traffic & Road Operations	Important
Complete installation of LED signals	Traffic & Road Operations	Important
Complete preventive maintenance plan for traffic inspections	Traffic & Road Operations	Important
Traffic & Road Operations will manufacture sheeting, fabricating, and assembly of signs	Traffic & Road Operations	Important
Traffic & Road operations will assist with Special Events & Block Party Traffic Control	Traffic & Road Operations	Important
Traffic & Road operations will promote more partnerships with other internal and external City agencies	Traffic & Road Operations	Important



Goal/Objective	Assigned Section	Priority
Traffic & Road operation....wash and re-lamp FT Washington Way/I-75 in the City limits	Traffic & Road Operations	Important
Complete land slide, debris management and emergency response plan	Traffic & Road Operations	Important
Traffic & Road Operations will respond and remove 100% of all landslide emergencies referred by the Geological Engineer from the Department of Traffic and Engineering	Traffic & Road Operations	Important



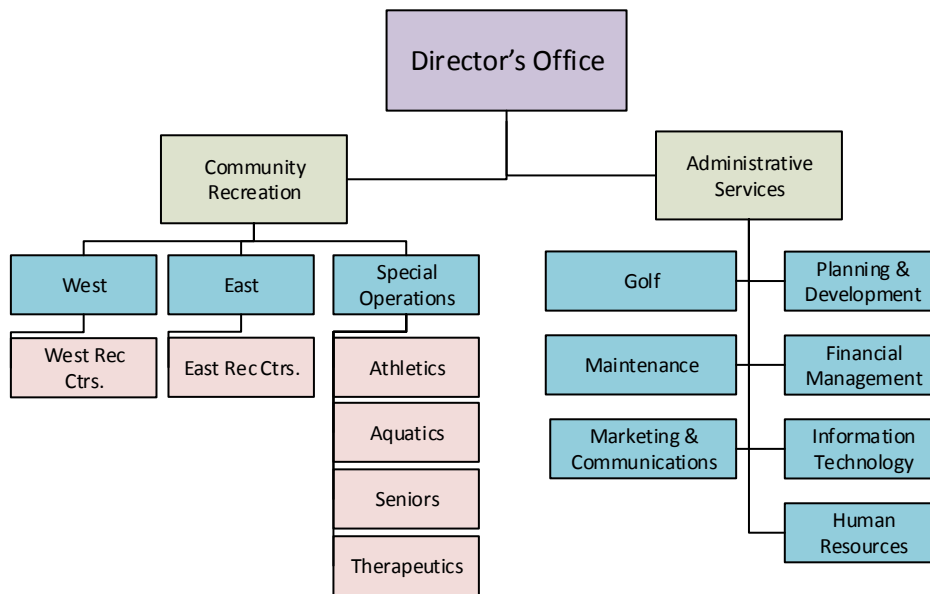
Performance Agreement

Department Head: Steve Pacella

Department: Recreation

DEPARTMENT BACKGROUND

Management Structure





Recreation

PRIORITIES

- **Recreation Foundation.** Promote entrepreneurial leadership of the department by growing the size of the Recreation Foundation.
- **Recreation Programming.** Develop and track metrics for recreation programming and participation. Work to ensure there are consistent recreation opportunities across the city.
- **Strategic Partnerships.** Closely related to both growing the Foundation and ensuring consistent recreation opportunities; develop public and private partnerships with local, regional, and national organizations to enhance services offered by the Commission.
- **Youth Engagement and Outreach.** Develop a youth engagement and outreach plan for the department with metrics for tracking the success of these efforts tied to participation in recreation programming and employment opportunities.
- **Safety and Risk Management.** Ensure there are department-wide policies and procedures in place to prevent accidents, track incidents, and respond quickly to incidents. This would be for both employees and participants. The department would like to create a database so trends can be determined and analyzed.
- **Procurement Reform and Economic Inclusion.** Work closely with both Purchasing and the Department of Economic Inclusion to streamline the City's procurement processes while meeting economic inclusion goals.
- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests/inquiries and turnaround times. Look to establish methods for receiving customer service feedback.



Recreation

ANTICIPATED CHALLENGES

- **Capital Budget Reductions.** Historically, the department has received \$4.7 million in annual general capital allocation to cover renovations for recreation, aquatics, athletics, and outdoor facilities as well as improvements for ADA compliance. Funding at that level underfunded the department's capital needs by \$8 million annually on average. The recommended capital budgets for fiscal years 2016 and 2017 represent 42% and 30% reductions respectively from previous targets, increasing the underfunded portion to \$26 million for that two-year period. The department had previously been able to do one major recreation center and/or one major aquatic facility renovation in a one to two year period. Now, with the reduction in the target allocations, major renovation projects have to be planned and funded over a two, and sometimes three, fiscal year period and at a higher construction cost. The backlog of capital improvement projects continues to grow.
- **Recreation Center Operating Hours.** The department tries to balance community needs with available budgetary resources when determining hours of operation at recreation centers. Current constraints/limits are related to part-time staffing budgets that were cut in previous years. Normally, weekend operating hours are restricted to rentals where the groups using the facilities have covered the staff cost. The department needs to review some neighborhood requests for extended/weekend hours.

**Recreation**

- **Limited Information Technology Dollars.** The department has requested IT funding through the capital budget process annually to address surveillance and security equipment/system issues, pc replacement needs, and needed MAN connectivity. Because the funding requests exceeded department targets, these have not been funded. Restoration of an IT position and the commitment to fund the IT capital projects would allow the department to invest in the latest information technology, become a more efficient department, address safety concerns at our buildings, safeguard City assets, and deter theft and vandalism. CRC needs to shift from manual to automated processes in order to become more efficient, and that would be accomplished with technology upgrades. Increasing PC offerings in the recreation centers benefits the public and also complements after school homework-help programs and teen activities.
- **Aquatics Unsupervised Youth Attendance Rule/Age Restriction.** A drowning in 2014 prompted a change in age requirements for unattended youth at City pools. This upcoming pool season the department will gather data and evaluate the effect of this rule change to determine possible revisions for 2016 that can be presented to City Council and CRC board for consideration.
- **Golf Property Tax Issue.** In 2011, the seven golf courses lost their property tax exemption due to being managed by a private for-profit company, Billy Casper Golf. As a result, Dunham Golf Course closed in 2012, and the golf courses have not been able to reinvest in capital and equipment. The City appealed the ruling and received a favorable decision and order on March 6, 2014 which was appealed by the complainant. The annual property tax payment for the courses is \$465,000, and the department is required to continuing paying until the appeals process concludes. The Ohio Supreme Court hearing was held February 25, 2015. The department is waiting to receive the ruling. If the City does not prevail in the case, CRC will be forced to explore a different operating model. Because the golf fund is an enterprise fund, all capital improvements and equipment purchases are made from the fund balance. Continued payment of the property taxes impacts the fund's balance and the department's ability to reinvest in golf course infrastructure.



Goal	Assigned Section	Priority Level
To increase the quality of life and enhance the personal health and wellness of the citizens of Cincinnati by providing quality and affordable community-based recreational programs.	Community Center Operations	Critical
To provide quality and affordable recreational programs designed to meet needs and interests of citizens citywide.	Community Center Operations, Athletics, Aquatics, Seniors	Critical
To keep all department facilities operating in a safe and efficient manner and keep all grounds and properties clean and maintained in accordance with CRC's maintenance standards.	Maintenance	Critical
To offer safe, clean, and well-maintained facilities for public use.	Maintenance	Critical
To ensure playground safety via the playground inspection program.	Maintenance	Critical
To offer fun and affordable golf course programs for the citizens of Cincinnati.	Golf	Critical
To increase rounds played at City-owned golf courses.	Golf	Important
To offer clean, well-maintained, quality golf courses for the citizens of Cincinnati.	Golf	Critical
To increase the quality of life and enhance the personal health and wellness of the citizens of Cincinnati by providing safe, fun, and quality athletic programs including sports leagues, lessons, camps, and clinics.	Athletics	Critical
To increase the quality of life and enhance the personal health and wellness of the citizens of Cincinnati by providing safe, fun, and quality aquatic programs and activities including swim lessons, open swim opportunities, water exercise, swim team, and youth lifeguard training.	Aquatics	Critical
To increase the quality of life and enhance the personal health and wellness of senior citizens of Cincinnati by providing quality and affordable community-based senior programs.	Seniors	Critical
To increase the quality of life and enhance the personal health and wellness of citizens of Cincinnati with disabilities by providing inclusive and adaptive therapeutic recreation programming choices and by promoting accessibility at all CRC facilities.	Therapeutic Recreation	Critical

**Recreation**

Goal	Assigned Section	Priority Level
To provide quality and affordable recreational programs designed to meet the needs and interests of individuals with disabilities.	Therapeutic Recreation	Critical
To provide professional, technical, and administrative support to all Recreation divisions to assist them in achieving their specialized program goals and the overall mission of the department. To develop services that will promote a positive department and City image, enhance credibility, and encourage greater private sector financial support and neighborhood volunteer support of the department's programs.	Support Services	Critical
To improve customer service delivery .	Support Services	Critical

Performance Measures

Measure	2014 Actual	Reporting Year
Percentage change in department-wide program attendance over previous year statistics.	-2.90%	Fiscal Year
Percentage of customers rating interior building cleanliness good to excellent.	86%	Fiscal Year
Percentage of customers rating outdoor/grounds cleanliness good to excellent.	86%	Fiscal Year
Percentage of customers rating program quality good to excellent.	90%	Fiscal Year
Percentage of customers rating staff friendliness, courteousness, and helpfulness good to excellent.	86%	Fiscal Year
Percentage of customers rating program value for the money good to excellent.	90%	Fiscal Year
Percentage of customers rating golf course conditions good to excellent.	82%	Fiscal Year
Percentage change in the number of rounds played at the six municipal golf courses over previous year statistics.	-8.50%	Fiscal Year
Number of weekly (high frequency) inspections conducted on all playgrounds.	1	Fiscal Year

Appendices

Appendix B: Performance Management



Recreation

Measure	2014 Actual	Reporting Year
Percentage of customers rating staff professionalism good to excellent.	Est. Baseline	Fiscal Year
Percentage of customers rating golf course guest service good to excellent.	Est. Baseline	Fiscal Year
Number of swim lesson participants to complete American Red Cross Level III or above.	Est. Baseline	Fiscal Year
Percentage change in number of teams participating in adult sports leagues over previous year statistics.	Est. Baseline	Fiscal Year
Percentage increase in Recreation Special Activities Fund 323 revenue over previous year statistics.	Est. Baseline	Fiscal Year



Transportation and Engineering

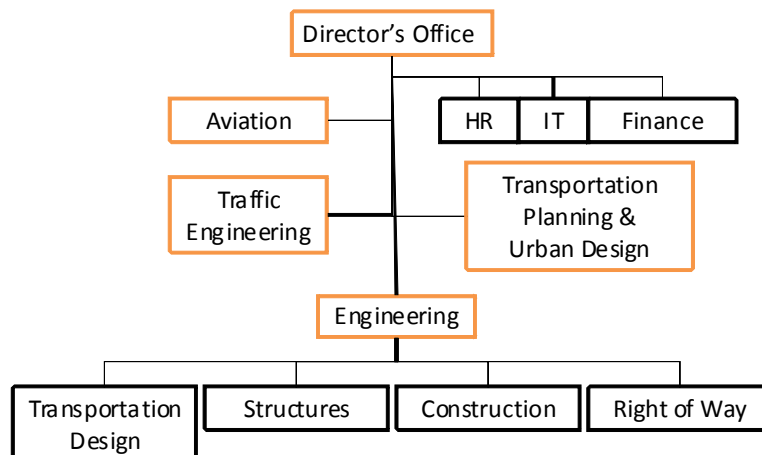
Performance Agreement

Department Head: Michael Moore

Department: Transportation and Engineering

BACKGROUND

· **Management Structure.**



PRIORITIES

- **Street Paving and Reconstruction.** Develop and begin implementing a plan, with budget estimates, to significantly increase the level of improvements made to the City's roadways. The plan should demonstrate the projected effect on the City's Pavement Condition Index (PCI) and be structured to couple properly timed preventive maintenance with full-scale street rehabilitation. The plan should provide estimates of the optimum investments needed over time to sustain an acceptable citywide PCI distribution.



Transportation and Engineering

- **Traffic Management.** Develop strategies to mitigate and minimize traffic disruptions due to construction, particularly in downtown. Develop and monitor measures related to traffic flow and mitigation efforts.
- **Change Order Rate.** Track the change order rate and dollar amount for both design and construction of capital projects.
- **Transportation Strategy and Plan.** Develop a clear strategy and set of priorities around multi-modal transportation.
- **Permitting.** Ensure DOTE permit operations are working effectively with the Permit Center to ensure a streamlined process from the perspective of the customer. Closely track and monitor permit approval turnaround times.
- **Procurement Reform and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to streamline the City's procurement processes while meeting economic inclusion goals.
- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.

**Transportation and Engineering****ANTICIPATED CHALLENGES**

- **1987 Smale Infrastructure Commission Report - Resources are Insufficient to Achieve Recommendations.** In 1987 the Smale Infrastructure Commission provided recommendations to maintain and improve the City's deteriorating infrastructure, and in 1988 voters approved an increase to the City earnings tax to provide necessary resources to support these recommendations. The Commission recommended funding levels to address street condition issues, and recognized the importance of preventative maintenance. The Commission's Report recommended a one-time infusion of funding to address a backlog of street rehabilitation needs and included increases for additional street maintenance; however, the recommendations were not fully implemented. Lastly, the Report recommended the City pave 115 lane miles annually to keep the streets in "good" or better condition.

Unfortunately, these Smale recommendations were not fully implemented, resources have been spread thinner, budgets have been reduced due to economic conditions, our inventory of assets have grown, and costs have continued to increase with inflation. As a result, City street conditions, as measured by pavement condition ratings, have steadily declined at approximately 1% per year for the past few years. Recognizing this fact, DOTE is working to engage a pavement consultant to develop a more comprehensive pavement funding and management plan to begin the slow process of improving the City's pavement conditions.

Similar effects have been felt in all programs, including the Wall and Landslide Program, Traffic Signal Rehabilitation Program, Sidewalk Safety Program, amongst others. Although DOTE has worked diligently to balance its programs within budget targets, shrinking resources and rising costs have made this difficult to achieve. DOTE continually seeks, and often secures, outside funding for street and bridge rehabilitation to help offset the reductions in General Capital Budget resources; however, these resources continue to shrink due to similarly declining funding at the State and Federal level and increased competition with other municipalities. Additional resources are critical to maintain the City's streets and infrastructure.



Transportation and Engineering

- **Major Upcoming Capital Projects - Identifying and Securing Significant Internal and External Resources for “Mega-Projects”.** Over the next several years DOTE needs to identify and secure funding for several major projects, mostly within the Mill Creek/I-75 Corridor, including the Replacement of the Western Hills Viaduct (\$240M), the Westwood Avenue Reconstruction (\$30M, to be built in conjunction with MSD’s Lick Run Valley Conveyance project), the South Cumminsville Bridge connection over I-75 to Cincinnati State University (\$41M), Wasson Way Bike Trail (\$11M, plus property costs) and the Eastern Corridor Segment 1 Program of Improvements (\$26M,). (All estimates reflect current year costs.)

Several of these projects can be funded over a period of several years if DOTE can successfully secure grant funding from outside sources; however, the size and scale of these projects still require significant local matching funds. Diminishing capital budgets make these matches and commitments unattainable within DOTE targets, particularly when they must be prioritized against the rehabilitation and preventive maintenance programs outlined in the Smale Report, and when we no longer have the ability to assemble funding gradually over several Capital Budget years.

- **The Costs of Hiring and Retaining Qualified, Engaged Employees Continues to Increase.** For many years, City employment was competitive with private sector consulting firms. Although compensation was often less than the private sector, benefits and pension plans were strong attractions to potential and current employees. The lack of cost of living adjustments, past furloughs, health care cost shifting to employees, pension uncertainty, and similar issues have created the atmosphere where City employment is much less attractive.

It is becoming increasingly difficult to attract and retain talent. Talent retention is critical to help maximize our shrinking capital budget. The more professional services DOTE can provide in-house and not use higher priced consultants, the more we can stretch our limited capital dollars. One example is the increasing real estate costs our projects have realized over the past few years. At one time, these real estate and relocation services were provided by in-house staff, now these services must be performed by consultants. Conservatively, our costs have doubled or tripled for appraisals, negotiations, and relocations and these increases have negatively impacted overall project budgets.

**Transportation and Engineering**Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Improve safety, mobility, and appearance of Cincinnati's transportation system consistent with available resources.	Department	Critical
Lead, manage, and oversee the work of the Department of Transportation and Engineering to accomplish the six-year capital plan consistent with the vision of the City Manager and policy direction received from the City Council.	Administration	Critical
Actively seek and secure grant funding from federal, state, regional and local agencies to supplement DOTE's capital and operating programs	Administration	Critical
Maintain an aviation facility that is an integral part of the national transportation system, providing right-sized facilities and services consistent with the needs of Cincinnati's business and general aviation users, and the surrounding community.	Aviation	Critical



Transportation and Engineering

Goal/Objective	Assigned Section	Priority Level
Operate Lunken Airport as a self sufficient operation.	Aviation	Critical
Assess the condition of all primary and secondary City-maintained streets on a one year cycle and local streets on a 3 year cycle and determine their Pavement Condition Index (PCI) in conformance with ASTM D6433	Engineering	Critical
Inspect all city bridges yearly and other bridges as required by the ORC and document inspection findings in the annual bridge condition report	Engineering	Critical
Inspect 5% of city sidewalks yearly and send out repair orders to property owners for hazardous and/or defective sidewalk	Engineering	Critical
Inspect 16% of city owned retaining walls yearly, and documents inspection results in the DOTE database and prepare a yearly report.	Engineering	Critical
Preserve the condition of Cincinnati's transportation system assets, including pavements, curbs, bridges, retaining walls, sidewalks, and stairways within allocated resources.	Engineering	Critical
Achieve Substantial Completion of construction within the time frame of construction contracts.	Engineering	Critical
Complete construction of projects within an average of 10% of original contract amount	Engineering	Critical
Maintain the condition of city bridges at a standard consistent with public safety and available funding wherein City Bridges have an average weighted condition of Satisfactory (6.0) or better and 95% of bridges have no load restrictions.	Engineering	Critical
Maintain City Retainings Walls where 90% are in Fair or better condition.	Engineering	Critical
Maximize the amount of roadway rehabilitated with appropriated resources to meet or exceed the City Council approved goal of rehabilitating 100 lane miles and wherein City Streets have an average Pavement Condition Index rating of Fair (PCI 58) or better condition	Engineering	Critical
Administer and close out construction contract with no contractor's claims.	Engineering	Important

**Transportation and Engineering**

Goal/Objective	Assigned Section	Priority Level
Develop a comprehensive pavement management plan which includes funding options to increase overall the pavement condition rating of city streets.	Engineering	Innovative
Complete design and engineering services and bid projects within the timeframe established by the Scope of Services.	Engineering/ Planning and Urban Design	Critical
To manage the City's traffic signal, traffic control, and street lighting systems to encourage safe and efficient travel, enhance the quality of life for residents, and encourage and sustain economic development within allocated resources.	Traffic Engineering	Critical
Maintain department fleet and mileage use records, analyze usage, and submit monthly reports	Administration	Important
Maintain necessary department records using the Cincinnati Human Resource Information System	Administration	Important
Minimize disruption to users and/or program function during new computer/technology distribution	Administration	Important
Monitor Division reimbursement and staff inter-departmental billings to maintain responsible fiscal operations.	Administration	Important
Process all financial documents in a timely basis to meet the prompt pay requirement.	Administration	Important
Provide budget monitoring information to the department/division heads so sound financial decisions can be made.	Administration	Important
Respond to council referrals and close CSRs by stated deadlines.	All	Critical
Review permit applications (e.g., street openings, sidewalk barricades, etc.) and issue permits within specified timeframe.	Engineering	Critical
Complete inventory forms for the applicable record series on our approved Schedule of Records Retention and Disposal form, RC-2E	Engineering/Ad ministration	Important
Represent and pursue the transportation interests of the City by providing input and participating in local and regional transportation projects, studies, and plans and reviewing and providing input into new developments where traffic impacts are anticipated	Transportation Planning and Urban Design	Important



Performance Measures

Measure	2014 Actual	Reporting Year
Admin		
Complete and/or bid studies or projects bid within the approved or mandated timeframe.	Est. Baseline	Calendar Year
Percentage of stakeholder group satisfaction with downtown, business district streetscape, and neighborhood gateway projects.	Est. Baseline	Calendar Year
Paving Assets		
Total Centerline Miles of Public Streets	924	n/a
Total Lane Miles	3060	n/a
Primary Lane Miles (Expressways, Arterials, Principal Arterials, Intersections)	1043	n/a
Secondary (Collectors, Minor Arterials)	510	n/a
Local (Residentials)	1507	n/a
Total Replacement Value of Street Infrastructure	\$3.473 Billion	n/a
Rehabilitation Cost per Lane Mile	\$154,000 est.	n/a
Pavement Condition		
Average Citywide Condition	65	n/a
Lane Miles Excellent (92-100)	505	n/a
Lane Miles Very Good (82-91)	458	n/a
Lane Miles Good (68-81)	850	n/a
Lane Miles Fair (50-67)	796	n/a
Lane Miles Poor (35-49)	323	n/a
Lane Miles Very Poor (20-34)	109	n/a
Lane Miles Failed (0-19)	19	n/a
% Lane Miles Excellent (92-100)	17	n/a
% Lane Miles Very Good (82-91)	15	n/a
% Lane Miles Good (68-81)	28	n/a
% Lane Miles Fair (50-67)	26	n/a
% Lane Miles Poor (35-49)	11	n/a
% Lane Miles Very Poor (20-34)	4	n/a
% Lane Miles Failed (0-19)	1	n/a
Paving Maintenance		
Lane Miles Paved each calendar year	74.7	Calendar Year
Funding for Paving each fiscal year	\$6,794,904	Fiscal Year



Transportation and Engineering

Measure	2014 Actual	Reporting Year
Engineering Assets		
Retaining Walls (miles)	50	n/a
Sidewalks (miles)	1700	n/a
Engineering & Construction Management Stats		
Number of DOTE construction contracts awarded each CY based upon CM's procurement schedule	17	Calendar Year
Total value of construction contracts awarded each calendar year.	\$17,678,202	Calendar Year
Dollar amount of payments made for construction contracts administered by DOTE in a calendar year	\$24,266,257	Calendar Year
Number of construction contracts substantially completed within 10% of the total contract period	16 of 17	Calendar Year
Sidewalk Construction Stats		
Number of sidewalk inspections	1084	Calendar Year
Total Value of sidewalk repairs performed and assessed each calendar year	\$505,000	Calendar Year
Total value of City sidewalk repairs performed each calendar year	\$160,000	Calendar Year
Number of hazardous sidewalk condition notices issued	461	Calendar Year
Bridge Assets		
Number of Bridges Owned & Maintained by City	65	n/a
Subset that are pedestrian bridges	17	n/a
Total Area (SF) of City Bridge Decks	1,309,181	n/a
Number of County Bridges maintained by City	26	n/a
Total Area (SF) of County Bridge Decks	704,924	n/a
Number of Fort Washington Way Bridges with Shared Maintenance with State	5	n/a
Number of City Skywalk Bridges owned and maintained by City and by property owners	16	n/a
Structures located on, over, or under roadway maintained by the City	12	n/a
Private Railroad bridges inspected by City	50	n/a
Private Bridges inspected by City	52	n/a

Appendices

Appendix B: Performance Management



Transportation and Engineering

Measure	2014 Actual	Reporting Year
Bridge Condition & Maintenance		
Weighted Average for City Bridges	7.04	Calendar Year
Weighted Average for County Bridges	6.36	Calendar Year
Percentage of city bridges that are open with no load restrictions. (Indicates that bridge is at least in 'fair' condition meaning that all primary structural elements are sound.)	100%	Calendar Year
Number of Bridge Inspections	225	Calendar Year
Number of bridge contracts completed for new or replacement bridges	1	Calendar Year
Funding for Bridge Maintenance	\$67,245	Fiscal Year
Dollars expended on Bridge Maintenance	\$62,500	Calendar Year
Funding for DOTE City Bridge Program	\$812,465	Fiscal Year
Permits		
Total # of Permits Applied	8337	Calendar Year
Total # of Permits Issued	7696	Calendar Year
Total # of Inspections	6542	Calendar Year
Permits Issued by Type		
CDTPBAR	271	Calendar Year
CDTPCWWD	786	Calendar Year
CDTPCWWE	108	Calendar Year
CDTPDUKE	250	Calendar Year
CDTPDUKG	1022	Calendar Year
CDTPEQPT	1286	Calendar Year
CDTPEXLD	823	Calendar Year
CDTPMSDC	643	Calendar Year
CDTPMSDE	9	Calendar Year
CDTPNITE	2	Calendar Year
CDTPRPP	0	Calendar Year
CDTPSMU	1	Calendar Year
CDTPSTOP	778	Calendar Year
CDTPSWDW	750	Calendar Year
CDTPUSE	451	Calendar Year
CPEPCWWD	0	Calendar Year
CPEPLIC	509	Calendar Year



Transportation and Engineering

Measure	2014 Actual	Reporting Year
CPEPMORE	N/A	Calendar Year
CPEPMSDC	N/A	Calendar Year
CPEPNITE	0 Days	Calendar Year
CPEPPSD	0 Days	Calendar Year
CPEPSTOP	0 Days	Calendar Year
Permit Inspections		
Stop Work Orders Issued	0	Calendar Year
Violation notices Issued	0	Calendar Year
Traffic Engineering Assets		
Number of City Owned and Maintained Electric Street Lights	4500 est.	n/a
Number of Assessed City Owned and Maintained Electric Street Lights	3403	n/a
Number of City Owned Gas Street Lights	1104	n/a
Number of Duke Owned and Maintained Electric Street Lights	20263	n/a
Number of Assessed Duke Owned and Maintained Electric Street Lights	397	n/a
Number of Traffic Signals (at intersections) in the City	777	n/a
Number of Traffic Signals repaired / re-timed	40 est.	Calendar Year
Number of Traffic Signals, New	5 est.	Calendar Year
Number of Traffic Signals, removed	0	Calendar Year
Number of Traffic Counts, New	130	Calendar Year
Number of Traffic Counts, updated	10 est.	Calendar Year
Number of Traffic Accidents, recorded	10000	Calendar Year
Traffic Signal & Street Light Maintenance		
Number of Requests for Service, City Owned - Street Light Outages	700	Calendar Year
Number of Referrals for Service, Duke Owned Street Light Outages	250 est.	Calendar Year
Average Time to Close Street Light Requests	88 days	Calendar Year
% of Requests Closed within target time	76%	Calendar Year



Transportation and Engineering

Measure	2014 Actual	Reporting Year
Number of Street Light Change Requests Received	50 est.	Calendar Year
Number of Requests for New Traffic Signals	20 est.	Calendar Year
Number of Requests for Changes to Existing Traffic Signals	1276	Calendar Year
Average Time to process Traffic Signal Requests	113 days	Calendar Year
Signage & Pavement Marking Maintenance		
Number of Requests for New Signage	750 est.	Calendar Year
Number of Requests for to Repair or Replace Signage	750 est.	Calendar Year
Maintenance of Traffic Plans		
Number of Traffic Control Plans Reviewed	175 est.	Calendar Year
Number of Traffic Control Plans Prepared	75 est.	Calendar Year
Transportation Planning		
Number of Development Plans Reviewed	175 (est.)	
Aviation		
Number of Operations at Airport	85,957	Calendar Year
Total Revenues	\$2,286,963	Fiscal Year
Lost time or closures	12 Hrs (1 incident)	Calendar Year
Runway and Taxiway Pavement Condition Index	68 (avg.)	n/a
Number of Safety issues reported	1	Calendar Year
Number of Part 139 certification items requiring correction	1	Calendar Year



Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)

Performance Agreement

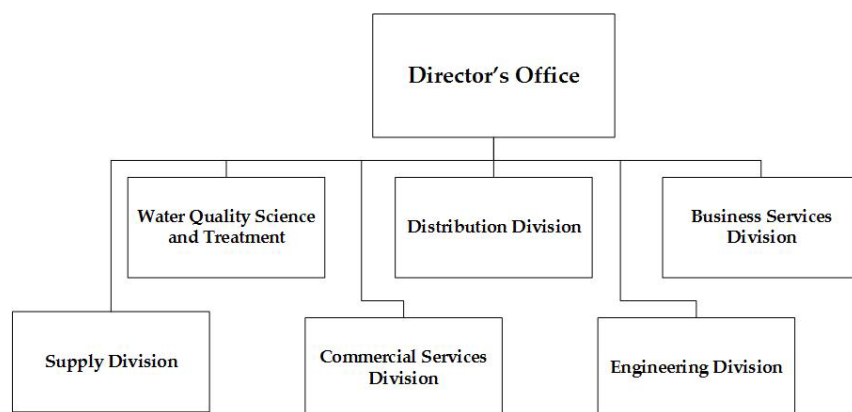
Department Head: Tony Parrott

Department: Greater Cincinnati Water Works (GCWW), Metropolitan Sewer District (MSD) and Stormwater Management Utility (SMU)

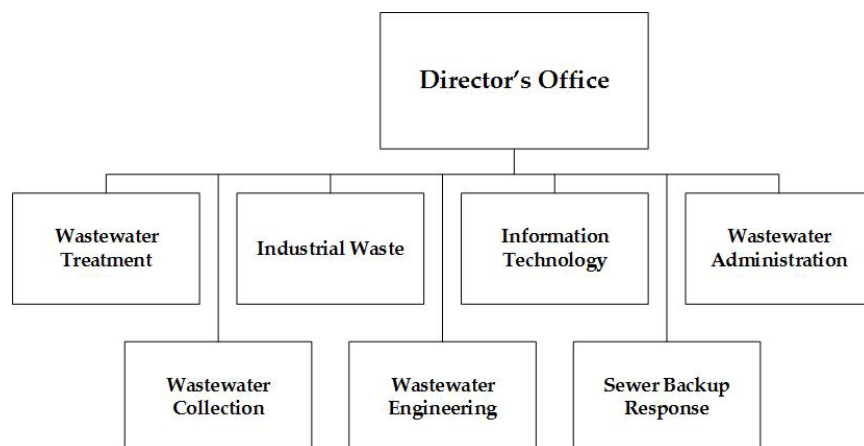
DEPARTMENT BACKGROUND

· **Management Structure**

Greater Cincinnati Water Works (GCWW)



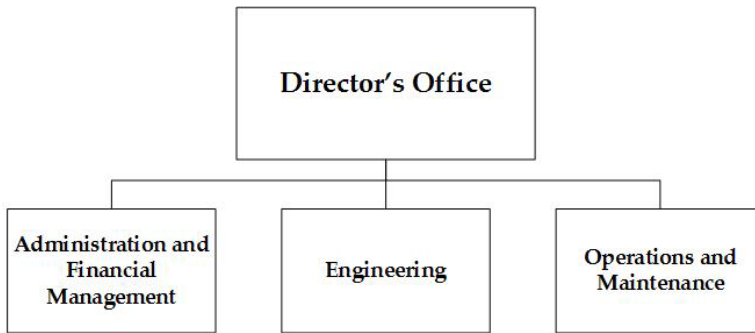
Metropolitan Sewer District (MSD)





Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)

Stormwater Management Utility (SMU)



PRIORITIES

- **Consent Decree. Make progress on achieving the goals of the consent decree.**
 - **Change Order Rate.** Track the change order rate and dollar amount for both design and construction of capital projects.
 - **Milestone Completion Dates.**
 - Monitor and report success in achieving milestone dates prescribed for Consent Decree projects.
 - **CSO volume reduction/Post Construction Monitoring.** Monitor and report CSO volume reduction required by the Consent Decree via Post Construction Monitoring
- **Affordability and Rate Increase Mitigation.** Develop strategies for mitigating both sewer rates and water rates. Clearly articulate and present what is driving the rate increases and the specific strategies that will be employed to mitigate those impacts.
- **Energy Conservation.** Promote energy conservation throughout MSD and GCWW facilities. Develop and track metrics



**Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)**

- **Enhanced Revenue Stream/New Business Lines.** Identify additional business lines to increase utility revenue streams.
 - Laboratory Sale of Services-Identifying ways to increase laboratory sale of services
 - Service Line Insurance Program- Homeowners are responsible for maintenance of the utility lines on their property. The service line insurance program allows homeowners to purchase insurance to cover repair costs.
 - Expand Billing Services to other utilities- Similar to billing services performed for Alexandria, VA and Lexington, KY; provide billing services to other utilities.
 - High Strength Surcharges- New Surcharges to allocate a fair and reasonable cost allocation to certain customer classes that discharge a higher strength of wastewater
 - High Strength Hauler Charges- New Surcharges to allocate a fair and reasonable rate to charge haulers that have historically been denied discharges to MSD because they represented a higher strength
- **Procurement Reform and Economic Inclusion.** Work closely with both Procurement and the Department of Economic Inclusion to streamline the City's procurement processes while meeting economic inclusion goals.
- **Customer Service.** Focus on delivering high quality customer service to all Cincinnati residents and department customers by using data driven tactics and strategies to continuously improve. Develop a service catalog of all transactional services provided by the department and begin collecting data on volume of requests and turnaround times. Look to establish methods for receiving customer service feedback.

ANTICIPATED CHALLENGES

Water

- **Declining Water Usage.** GCWW continues to see declining water usage throughout the customer categories, particularly the residential and industry categories.
- **Aging Infrastructure (Water Main Replacement, 1% Annual Small Compliance).** GCWW has historically replaced at least 1% of water mains per year to continue to maintain the water infrastructure. This has become more challenging with budget cuts to the capital program.



**Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)**

- **Maintaining Bond Rating.** Concern with maintaining the AAA bond rating exists as revenue has declined and challenges exist each year will obtaining the necessary rate increases for the utility.
- **Affordability.** Investments to meet federal water and wastewater requirements will impose significant financial hardships on households, businesses, and the broader communities in which they are located.
- **SBE Goals.** Challenges exist in changing the culture to embrace the City SBE program. Work to annually meet Supplies/Services SBE goals and vary spending with SBE registered vendors (utilize other vendors and not always the same ones).

Sewers

- **More Stringent, Changing Regulations-Clean Water Act.** New and more stringent nutrient limits added to NPDES Permits Ohio EPA has indicated it is considering adding new limits on wastewater treatment plants for nutrient discharges. The District continues to consider the science behind this and evaluate process improvements to reduce the capital cost of more stringent limits.
- **Changing Regulations-Air Quality.** Changing air quality emissions regulations have resulted in the need for additional capital upgrades. These regulations go in effect March 2016.
- **Stormwater Regulations.** The City of Cincinnati Stormwater Management Utility is operated through the Department of Sewers. SMU also is a co-permittee under Hamilton County Stormwater District NPDES Phase 2 permit along with several other jurisdictions. Evaluate and recommend future structure for City to operate under its own MS4 permit.

The ordinances governing City stormwater are the originals since SMU was established and in need of updating. Opportunities exist to improve rate equity among various customer classes to improve customer service as well as capture additional benefits with the use of source control and onsite stormwater management practices at less cost and greater value to City ratepayers.



**Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)**

- **Phase II Consent Decree Goals.** MSD has worked hard to reduce rate increases since the Wet Weather Improvement Program (WWIP) projects began. MSD has successfully worked with communities and the Regulators to identify and develop lower cost solutions, including the Lower Mill Creek Partial Remedy which will save over \$250M.

Phase 2 schedule of projects is due to Regulators in June 2017.

- **Affordability.** Investments to meet federal water and wastewater requirements will impose significant financial hardships on households, businesses, and the broader communities in which they are located. MSD has begun conducting its affordability analysis in 2015 and will be considering numerous community economic indicators of affordability in this analysis.
- **Community Engagement/Involvement.** Under a consent decree, and we have to let customers know what we are doing and gather their feedback. The right timing with soliciting and implementing feedback is an ongoing challenge.
- **Procurement Laws.**
 - The Department agrees the courts have ruled that procurement on behalf of the implementation of the Wet Weather Improvement Plan (Consent Decree) must comply with State Procurement Law.
 - The Department has developed a plan to deliver procurement that complies with state law as it relates to Professional Services, Design Engineering and Construction; the transition to state law for all these areas is well underway for 2015. However, there are some areas of uncertainty with regards to Services, Parts and Supplies, and Emergency Repair and other “grey” areas not directly identified as a Consent Decree project.
 - The Department has sought guidance from the Solicitor if state procurement should be applied to all things sewer related.
 - Another procurement related challenge facing MSDGC is that, as a result of the disparity study, the City may move toward a race-gender conscious economic inclusion policy. If this happens, MSDGC’s race-gender neutral SBE program, which was adopted by the Hamilton County Board of County Commissioners in 2009, will not be harmoniously in sync with the City’s change in direction.



**Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
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Water and Sewers

- **Prompt Pay Ordinance.** The Departments of Water and Sewers have met challenges with meeting the prompt pay ordinance. Changes and improvements are being implemented, but goals as outlined in the ordinance have not been achieved yet.
- **Filling Critical Operations Positions.** The lengthy City hiring practice along with changes to the retirement system has greatly impacted filling critical operations positions in a timely manner.



**Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)**

Goals and Objectives

Goal/Objective	Assigned Section	Priority Level
Provide Financial Stewardship for the Utility	Accounting and Finance	Critical
Stabilize revenue volatility	Accounting and Finance	Critical
Establish an insurance program for service line replacement	Accounting and Finance	Critical
Maintain (or upgrade) bond ratings.	Accounting and Finance	Critical
Optimize the use of fiscal resources; develop a workforce and work environment; provide customer focused services to the region; and provide overall leadership and direction to the organization.	Accounting and Finance; Human Resources; Commercial Services; Office of the Director	Critical
Provide outstanding customer service and build positive relationships between the public and GCWW.	Commercial Services	Critical
Maintain all metered equipment required to support the department's mission by completing all preventative maintenance on time.	Commercial Services	Critical
Maximize the number of customers satisfied with the way GCWW handles questions or problems.	Commercial Services	Critical
To optimize the customer experience by providing prompt service.	Commercial Services	Critical
To satisfy 80% of the customers who contact GCWW to handle a problem or question.	Commercial Services	Critical
Provide annual human resources development opportunities for all employees.	Human Resources	Critical
Provide excellent internal and external customer service, and human resources development.	Office of the Director / Administration	Critical
Provide timely service to external customers.	Office of the Director / Administration	Critical



**Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)**

Goal/Objective	Assigned Section	Priority Level
Provide Financial Stewardship for the Utility	Accounting and Finance	Critical
Stabilize revenue volatility	Accounting and Finance	Critical
Establish an insurance program for service line replacement	Accounting and Finance	Critical
Maintain (or upgrade) bond ratings.	Accounting and Finance	Critical
Optimize the use of fiscal resources; develop a workforce and work environment; provide customer focused services to the region; and provide overall leadership and direction to the organization.	Accounting and Finance; Human Resources; Commercial Services; Office of the Director	Critical
Provide outstanding customer service and build positive relationships between the public and GCWW.	Commercial Services	Critical
Maintain all metered equipment required to support the department's mission by completing all preventative maintenance on time.	Commercial Services	Critical
Maximize the number of customers satisfied with the way GCWW handles questions or problems.	Commercial Services	Critical
To optimize the customer experience by providing prompt service.	Commercial Services	Critical
To satisfy 80% of the customers who contact GCWW to handle a problem or question.	Commercial Services	Critical
Provide annual human resources development opportunities for all employees.	Human Resources	Critical
Provide excellent internal and external customer service, and human resources development.	Office of the Director / Administration	Critical



**Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)**

Goal/Objective	Assigned Section	Priority Level
Provide timely service to external customers.	Office of the Director / Administration	Critical
Average time in minutes from when a MSD crew arrives at customer property to the time MSD crew finishes the sewer backup investigation.	Office of the Director / Administration	Critical
Provide annual human resources development opportunities for all employees.	Office of the Director / Administration	Critical
Protect MSD assets through industry surveillance, and provide lab analysis support.	Regulatory Compliance & Safety and Water Quality Mgmt Divisions	Critical
Monitor and regulate industrial and commercial customers	Regulatory Compliance & Safety Division	Critical
Promote a safe work environment for GCWW employees by achieving 100 percent participation in the annual Safety Action Plan.	Regulatory Compliance and Safety	Critical
Respond with Sewer Backup Response service in compliance with the Consent Decree to minimize sewerage outflow into basements.	Sewer Backup Response	Critical
Comply with Consent Decree requirements for response and assistance to Sewer Backup (SBU) customers.	Sewer Backup Response	Critical
To provide efficient, cost-effective leadership and management of the Stormwater Management Utility (SMU).	SMU Admin and Finance	Critical
Ensure the accuracy of all Stormwater Management Utility billing accounts.	SMU Admin and Finance	Critical
Provide Reliable sustainable infrastructure and high quality, cost effective utility services for collection and treatment of wastewater and storm water	SMU and Wastewater Treatment	Critical
To assess stormwater infrastructure to address life safety issues, flooding, and infrastructure protection.	SMU Engineering	Critical
Incorporate sustainable infrastructure into drainage projects where feasible.	SMU Engineering	Critical
To clean and maintain public stormwater related infrastructure.	SMU Operations and Maintenance	Critical
Minimize the occurrence of street flooding due to blocked inlets through inlet inspection.	SMU Operations and Maintenance	Critical



Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)

Goal/Objective	Assigned Section	Priority Level
Establish a Small Business Enterprise (SBE) outreach program through collaboration with MSD	Strategic Planning	Critical
Quantify joint utility shared services, projected vs actuals	Strategic Planning	Critical
Identify addition process improvement opportunities for joint utility cost savings	Strategic Planning	Critical
Operate and maintain 3,100 miles of pipe proactively.	Wastewater Collection	Critical
Minimize sewer overflows and deterioration with a systematic preventive maintenance program.	Wastewater Collection	Critical
Ensure timely compliance with the Consent Decree, which requires meeting the project milestones set by the Department of Justice.	Wastewater Engineering	Critical
Comply with approved and established capital project and program scopes, schedules, and budgets.	Wastewater Engineering	Critical
Meet or exceed the regulatory compliance established through their National Pollutant Discharge Elimination System (NPDES) permit.	Wastewater Engineering	Critical
Provide a reliable and secure network environment to improve MSD's business efficiency.	Wastewater Information Technology	Critical
Provide a highly reliable information technology system infrastructure for managing MSD business.	Wastewater Information Technology	Critical
Operate and maintain seven water reclamation facilities (WRFs) and associated pump stations.	Wastewater Treatment	Critical
Repair infrastructure without interruption and provide sufficient fire flow for the safety of all customers.	Water Distribution	Critical



**Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)**

Goal/Objective	Assigned Section	Priority Level
To protect public health, support and promote economic development, and provide sufficient fire flow by optimizing our water treatment and distribution system to provide high quality water to all our customers.	Water Distribution	Critical
To minimize the amount of time a customer is without water services during maintenance and repair activities.	Water Distribution	Critical
Manage risks involved with the assets of the Utility as well as manage the capital improvement program.	Water Engineering	Critical
Maintain a reliable infrastructure by replacing 1% of water main in Distribution system annually.	Water Engineering	Critical
Protect public health and provide high quality water to all customers.	Water Quality and Treatment	Critical
Achieve the highest level of regulatory compliance in water quality assurance.	Water Quality and Treatment	Critical
To comply with all Federal and state mandated regulations.	Water Quality and Treatment	Critical
Provide lab analysis support to internal customers.	Water Quality Mgmt Division	Critical
Maintain, repair, and rehabilitate all GCWW facilities and equipment.	Water Supply	Critical
Maintain treatment equipment, buildings, facilities, tanks, pump stations and reservoirs.	Water Supply	Critical



Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)

Performance Measures

Measure	2014 Actual	Reporting Year
Metropolitan Sewer District		
Wastewater -Accounting/Finance		
Bond ratings from Standard & Poor's (AAA) and Moody's (Aaa). Each bond rating represents 'high quality.'	Aa2, AA+	Calendar Year
Processing Payment-Prompt Pay Ordinance	62%	Calendar Year
Wastewater -Administration - Small Business Enterprise (SBE)		
SBE Vendor Utilization- Construction, Hamilton County	32.10%	Calendar Year
SBE Vendor Utilization- Professional Services, Hamilton County	23%	Calendar Year
SBE Vendor Utilization- Supplies/Services, Hamilton County	15.30%	Calendar Year
Metropolitan Sewer District		
Wastewater Engineering		
Percentage of capital improvement construction projects completed on schedule.	Est. baseline	Calendar Year
Design costs	Est. baseline	Calendar Year
Construction Costs	Est. baseline	Calendar Year
Total change orders per wastewater project	Est. baseline	Calendar Year
Cost of change orders per wastewater project	Est. baseline	Calendar Year
# of County permits (Taps/specials), data point	594	Calendar Year
% increase of County Special permits over prior year	-2.46%	Calendar Year
\$ received for County Special permits, data point	\$2,830	Calendar Year
turnaround time for issuing County Special permits, < 2 days	Est. baseline	Calendar Year
# of County Tap Permits, data point	584	Calendar Year



Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)

Measure	2014 Actual	Reporting Year
Wastewater Engineering		
% increase of County permits over prior year	16.10%	Calendar Year
\$ received for County Tap Permits, data point	\$1,777,330	Calendar Year
turnaround time for issuing County Tap permits, < 2 days	Est. baseline	Calendar Year
# of City Special permits, data point	198	Calendar Year
% increase of City Special permits over prior year	10%	Calendar Year
\$ received for City Special permits, data point	\$0	Calendar Year
turnaround time for issuing City Special permits, < 2 days	Est. baseline	Calendar Year
# of City Tap Permits, data point	159	Calendar Year
% increase of City Tap permits over prior year	15.20%	Calendar Year
\$ received for City Tap Permits, data point	\$434,060	Calendar Year
turnaround time for issuing City Tap permits, < 2 days	Est. baseline	Calendar Year
# of Storm Permits, data point	28	Calendar Year
% increase of Storm permits over prior year	86%	Calendar Year
\$ received for Storm Permits, data point	\$1,120	Calendar Year
# of coordinated reports reviewed, data point	70	Calendar Year
Plan reviews/building permits processed (total)	3711	Calendar Year
Wastewater-Information Technology		
Average time to resolve IT incident-Infrastructure, days	28	Calendar Year
Average time to resolve IT incident-Client Services, days	13	Calendar Year
Average time to resolve IT incident-SCADA, days	9	Calendar Year
Average time to resolve IT incident-Financial, days	5	Calendar Year
Average time to resolve IT incident-Development, days	3	Calendar Year
Average time to resolve IT incident-Asset, days	2	Calendar Year
% of surveys completed	12.53%	Calendar Year
# surveys issued (data point)	8063	Calendar Year
Average time to acknowledge request/assign it (all tickets), hours	7.1	Calendar Year
Average time to acknowledge request/assign it (FixIT tickets)	Est. Baseline	Calendar Year
Customer satisfaction, happy, %	88.02%	Calendar Year
Service Uptime (servers, systems, applications), %		Calendar Year



Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)

Measure	2014 Actual	Reporting Year
Wastewater-DIW/Labs		
Plant Compliance samples analyzed on time, by 10th of month	91%	Calendar Year
Pretreatment sample turnaround, < 45 days of collection	99%	Calendar Year
Quality NPDES sample analyses	98%	Calendar Year
Waterworks		
Water -Accounting/Finance		
Bond ratings from Standard & Poor's (AAA) and Moody's (Aaa). Each bond rating represents 'high quality.' Maintain or Upgrade bond ratings.	AAA, Aaa	Calendar Year
Processing Payment-Prompt Pay Ordinance	62%	Calendar Year
Water-Business Services - Small Business Enterprise (SBE)		
SBE Vendor Utilization- Construction X%	39.50%	Calendar Year
SBE Vendor Utilization- Professional Services X%	47.60%	Calendar Year
SBE Vendor Utilization- Supplies/Services X%	9.20%	Calendar Year
# of outreach programs for SBE vendors	Est. baseline	
Water -Commercial Services--Customer Satisfaction/Customer Service		
Percentage of customers who have had dealings with GCWW that are very satisfied or somewhat satisfied with the way their question or problem was handled.	85%	Calendar Year
Overall Customer Satisfaction	85%	Calendar Year
Total Water Consumption (Gallons)	Est. Baseline	Calendar Year
Billing Timeliness/bills produced within 5 days of meter read	Est. Baseline	Calendar Year
Bill Cost Effectiveness/Cost per customer account	Est. Baseline	Calendar Year
Customer Accounts per Employee	385.85	Calendar Year
# of Water Customer Accounts	239,228	Calendar Year
# of calls handled by Call Center Representatives	274,146	Calendar Year
# of calls handled by IVR	641,910	Calendar Year



**Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)**

Measure	2014 Actual	Reporting Year
Water -Commercial Services--Customer Satisfaction/Customer Service		
# of calls handled by IVR (during Business Hours)	490,095	Calendar Year
% Abandoned Customer Calls (without IVR)	13.50%	Calendar Year
% Abandoned Customer Calls (with IVR)	7.40%	Calendar Year
# of Abandoned Calls	36,045	Calendar Year
First Call Resolution (Aspect) Score	91.62%	Calendar Year
First Call Resolution - Customer Satisfaction Survey (same size=4274)	93%	Calendar Year
Percentage of calls answered within 35 seconds, GCWW	34.51%	Calendar Year
Percentage of calls answered within 35 seconds (with IVR), GCWW	67.24%	Calendar Year
Percentage of calls answered within 35 seconds, Service Bureau	56.58%	Calendar Year
Percentage of calls answered within 35 seconds (with IVR), Service Bureau	77.31%	Calendar Year
Average Speed of Answer Stat, GCWW, minutes	2:46	Calendar Year
Average Speed of Answer Stat (with IVR), GCWW, minutes	1:17	Calendar Year
Average Speed of Answer Stat, Service Bureau, minutes	0:48	Calendar Year
Average Speed of Answer Stat (with IVR), Service Bureau, minutes	0:24	Calendar Year
# of customers who come into the lobby to see a Rep	11,125	Calendar Year
# of customer service emails answered	* 10,898	Calendar Year
# of customer complaints by type, 2014, billing, %	* 23.6%	Calendar Year
# of customer complaints by type, 2014, waive charges, %	* 10.7%	Calendar Year
# of customer complaints by type, 2014, payment plan, %	* 43.57%	Calendar Year
# of customer complaints by type, 2014, meter reading, %	* 5.37%	Calendar Year
# of customer complaints by type, 2014, service, %	* 14.58%	Calendar Year
# of customer complaints by type, 2014, technology, %	* 1.72%	Calendar Year
# of customer complaints by type, 2014, other, %	* .38%	Calendar Year



Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)

Measure	2014 Actual	Reporting Year
Water Distribution		
Average number of hours a customer is without Water service during maintenance and repair activities	Est. Baseline	Calendar Year
Water Main Breaks repaired, < 24 hours	Est. Baseline	Calendar Year
Water Main Leaks repaired, < 14 days	Est. Baseline	Calendar Year
Critical Fire Hydrant repairs, < 7 days	Est. Baseline	Calendar Year
Non-critical Fire Hydrant repairs, < 60 days	Est. Baseline	Calendar Year
Curb Stop Repairs/Replaced, < 90 days	Est. Baseline	Calendar Year
Adjust to grade, < 12 months	Est. Baseline	Calendar Year
Critical Valve Repairs, < 1 day	Est. Baseline	Calendar Year
New Branch Installations, < 21 days	Est. Baseline	Calendar Year
Branch renewals after customer renewed their line, < 30 days	Est. Baseline	Calendar Year
Top Soil and Seed, < 21 days	Est. Baseline	Calendar Year
Permanent Restoration, < 55 days	Est. Baseline	Calendar Year
Actual Meter Reads, %	Est. Baseline	Calendar Year
Misread of Actual Meter Reads, %	Est. Baseline	Calendar Year
Annual Large Meter Testing, Top 75, %	Est. Baseline	Calendar Year
Cost per Meter Read	Est. Baseline	Calendar Year
Customer Shutdowns/Delinquent, %	Est. Baseline	Calendar Year
Previously Posted Turn Off Service Orders Closed (PPTO)	Est. Baseline	Calendar Year
Leakage and breakage frequency rate/Dist. System integrity	Est. Baseline	Calendar Year
Percent of Unmetered Water	Est. Baseline	Calendar Year
Service Interruptions	Est. Baseline	Calendar Year
# of customer shutdowns	Est. Baseline	Calendar Year
Water Engineering		
Water mains replaced/rehabilitated annually, %	1%	Calendar Year
Processing of Water Main Replacements, < 7 days, %	Est. Baseline	Calendar Year
Water Availability requests exclusive of field investigations, < 10 days	Est. Baseline	Calendar Year



Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)

Measure	2014 Actual	Reporting Year
Water Engineering		
Water Main Design Costs - Consultants, %	6.90%	Calendar Year
Water Main Design Costs - In-House, %	5.97%	Calendar Year
Water Main Design Errors-Consultants	1.43%	Calendar Year
Water Main Design Errors- In-House	0.34%	Calendar Year
Building Permit Review Time, within 5 days	Est. Baseline	Calendar Year
Inspection Report Records, <= 30 days	Est. Baseline	Calendar Year
New Water Main As-Builts Surveys, <= 120 days	Est. Baseline	Calendar Year
New Water Main As-Builts Records, <= 30 days	Est. Baseline	Calendar Year
Plant As-Built Records, <= 90 days	Est. Baseline	Calendar Year
Plant Facilities Design & Procurement Average Costs,	Est. Baseline	Calendar Year
Plant Contract Administration & Inspection Costs	Est. Baseline	Calendar Year
Large branch 1st plan review > 2", <= 14 days	Est. Baseline	Calendar Year
Utility Marking Error Costs, average	Est. Baseline	Calendar Year
Utility Marking No Response, average	Est. Baseline	Calendar Year
Total Change Orders for water main project	Est. Baseline	Calendar Year
WSL 1st Plan review time, <= 10 days	Est. Baseline	Calendar Year
Project Final Accounting, <= 30 days	Est. Baseline	Calendar Year
Preliminary Survey Costs, \$4000/mile	Est. Baseline	Calendar Year
CIP expenditures to Budget	Est. Baseline	Calendar Year
# of Branches sold	Est. Baseline	Calendar Year
Turnaround time for branch reviews that are > 2", <= 30 days	Est. Baseline	Calendar Year
Average time to install Branch	Est. Baseline	Calendar Year



Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)

Measure	2014 Actual	Reporting Year
Water-Information Technology		
Average time to resolve IT incident-Billing Application Team, days	555	Calendar Year
Average time to resolve IT incident-Infrastructure, days	28	Calendar Year
Average time to resolve IT incident-Client Services, days	13	Calendar Year
Average time to resolve IT incident-SCADA, days	9	Calendar Year
Average time to resolve IT incident-Financial, days	5	Calendar Year
Average time to resolve IT incident-Customer Service & Billing, days	3	Calendar Year
Average time to resolve IT incident-Development, days	3	Calendar Year
Average time to resolve IT incident-Asset, days	2	Calendar Year
% of surveys completed	12.53%	Calendar Year
# surveys issued (data point)	8063	Calendar Year
Average time to acknowledge request/assign it (all tickets), hours	7.1	Calendar Year
Average time to acknowledge request/assign it (FixIT tickets), hours	14.3	Calendar Year
Customer satisfaction, happy, %	88.02%	Calendar Year
Service Uptime (servers, systems, applications), %	Est. Baseline	Calendar Year
Water Supply		
Percentage of high priority PMs completed, %	90%	Calendar Year
Water Delivered to Water Mains (Gallons)	Est. Baseline	Calendar Year
Average Daily Pumpage (gallons)	Est. Baseline	Calendar Year
Maximum Daily Pumpage (Gallons)	Est. Baseline	Calendar Year
Minimum Daily Pumpage (Gallons)	Est. Baseline	Calendar Year
Million Gallons per day (MGD) water delivered/ per employee	Est. Baseline	Calendar Year
Energy Usage per MG/Raw Water Pumpage -ORP (change per month)	0.10%	Calendar Year
Energy Usage per MG/Raw Water Pumpage -River St (change per month)	-0.70%	Calendar Year



**Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)**

Measure	2014 Actual	Reporting Year
Water Supply		
Energy Usage per MG/Raw Water Pumpage -Well Pumps (change per month)	3.90%	Calendar Year
Energy Usage per MG/High Service Pumps -Main St (change per month)	1.40%	Calendar Year
Energy Usage per MG/High Service Pumps -Tennyson (change per month)	-2.40%	Calendar Year
Energy Usage per MG/High Service Pumps -California (change per month)	-1.80%	Calendar Year
Energy Usage per MG/High Service Pumps -Mt Wash (change per month)	-1.60%	Calendar Year
Energy Usage per MG/High Service Pumps -High Service 1-4 (change per month)	7.90%	Calendar Year
Energy Usage per MG/High Service Pumps -Western Hills St (change per month)	2.80%	Calendar Year
Energy Usage per MG/High Service Pumps -Constance (change per month)	36.20%	Calendar Year
Production Pump Efficiency Tests, %	86.70%	Calendar Year
Overall Planned Maintenance/Total Maintenance Effort	Est. Baseline	Calendar Year
Planned work orders, %	Est. Baseline	Calendar Year
Preventive maintenance work orders completed, %	75%	Calendar Year
Carbon Regeneration Losses, %	7.95%	Calendar Year
Carbon Regeneration Gas Usage, < 9 ft ³ /# carbon generated	7.41	Calendar Year
CIP Program Completion, %	54.20%	Calendar Year



Greater Cincinnati Water Works (GCWW),
Metropolitan Sewer District (MSD),
and Stormwater Management Utility (SMU)

Measure	2014 Actual	Reporting Year
Water Quality and Treatment		
Number of compliance violations issued by the Ohio EPA or USEPA.	CY14, 0	Calendar Year
Percentage of water quality samples taken from the treatment plants that meet regulatory requirements	CY14, 100%	Calendar Year
Drinking Water Compliance Rate	CY14, 100%	Calendar Year
\$ Chemical use per volume delivered, w/GAC	\$87.48/MG	Calendar Year
\$ Chemical use per volume delivered , w/o GAC	\$66.81/MG	Calendar Year
Disinfection By-product Compliance, samples < 60 ppb at all locations	CY14, 7	Calendar Year
Total Coliform Compliance	CY14, 0	Calendar Year
Distribution Chlorine Residual Compliance, all sites, > 0.2 chlorine, %	CY14, 98%	Calendar Year
Lead Sampling Follow-up, %	CY14, 100%	Calendar Year
Miller Plant Regulatory Control Limits-pH, 8 to 8.8	CY14, 99.73%	Calendar Year
Miller Plant Regulatory Control Limits-Turbidity, <= 0.1 NTU	CY14, 100%	Calendar Year
Miller Plant Regulatory Control Limits-Fluoride, 0.8-1 range, %	CY14, 99.45%	Calendar Year
Bolton Plant Control Limits-pH, 8.8 to 9.4	CY14, 98.02%	Calendar Year
Bolton Plant Regulatory Control Limits-Fluoride, 0.8-1	CY14, 100%	Calendar Year



GLOSSARY OF TERMS

ARRA: See American Recovery and Reinvestment Act.

ACCRUAL BASIS: Refers to the timing of the recognition (recording) of revenues and expenditures or expenses. Revenues are recognized in the period in which they are earned, and expenses are recognized in the period in which they are incurred in earning the revenue.

ADOPTED BUDGET: The budget as approved by City Council at the beginning of the fiscal year.

AGENCY: An organizational entity of the City of Cincinnati. Usually it relates to a Department of the City (such as the Department of Police, or Public Services, etc.). It may also relate to a subordinate division of a Department, such as an operating Division.

AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA): Legislation designed to stimulate the economy through significant investments by the federal government in state and local projects.

APPROPRIATION: Legislation by the City Council approving the budgets for individual funds. Appropriation ordinances authorize spending in the personnel services, non-personnel services, employee benefits, equipment accounts, debt service, and capital categories. Departments cannot spend more money than is approved in these categories. Appropriations can only be adjusted by passage of a subsequent ordinance by the City Council upon recommendation by the City Manager.

ASSET: Includes items that normally last more than one year and cost more than a predetermined dollar amount. The predetermined amount established for this City is \$10,000. Items not meeting both criteria should be classified as operating expenditures.

BALANCED BUDGET: A budget that provides for a positive net carryover balance in the fund at the end of the fiscal year. See also Structurally Balanced Budget.

BASE BUDGET: See Continuation Services Budget.

BIENNIAL BUDGET: A budget for a two-year period. The City of Cincinnati's biennial schedule was initiated in 1993. The former biennial budget cycle was based on a fiscal year that aligned with the calendar year such as 2011/2012. Due to the change in fiscal year commencing July 1, 2013, the biennial cycle will be include Fiscal Years 2014-2015 which will include the period from July 1, 2013 to June 30, 2015, to be followed by FY 2016-2017, and so on.

BOND: A long-term promissory debt obligation issued in order to generate financing for the construction, rehabilitation, or upgrade of City assets. The sale of bonds is the primary method of financing a capital program.

BOND (CREDIT) RATING: The grading of a debt security with respect to the issuer's ability to meet interest and principal requirements in a timely manner. The three major rating services Fitch, Moody's, and Standard & Poor's use AAA as their highest rating and grade down through Bs and Cs. (D is used only by Fitch.) Debts rated AAA, AA, A, and BBB are considered investment-grade. Higher rated bonds provide lower returns, the price an investor pays for greater safety.



BUDGET: A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period.

CAFR: See Comprehensive Annual Financial Report.

CALENDAR YEAR (CY): The 12 month period from January 1 through December 31 in any year. The City used to operate on a calendar year budget, but will operate on a July 1 through June 30 fiscal year commencing July 1, 2013.

CAPITAL BUDGET COMMITTEE: A committee chaired by Assistant City Managers, the Finance Director, Assistant Finance Director, and comprised of various department heads. This committee meets with representatives from all City agencies, reviews analyses of Capital requests, and recommends a balanced Capital Budget to the City Manager.

CAPITAL INVESTMENT PROGRAM (CIP): The six-year plan for capital investment in Cincinnati's future through improving City streets, bridges, recreation facilities, parks, health facilities and buildings, and other capital assets, all of which enhance the delivery of services. It coordinates the financing and timing of improvements to maximize their value to the public.

CAPITAL PROJECT FUND: Account for receipt and disbursement of resources used to acquire major capital assets through purchase or construction. Generally requires long-term financing such as a new city hall or the construction of a bridge. A Capital Project Fund would not be used to purchase automobiles, furniture, and minor equipment.

CAPITAL OUTLAY: Expenditure category for the cost of equipment, vehicles and other fixed assets (major object code 7600 in the Cincinnati Financial System).

CARRYOVER BALANCE: The net balance in a fund at the end of the fiscal year due to prior year net balance, savings (when total expenditures and encumbrances are less than the appropriations), canceled encumbrances (when a contract is completed for less cost than the encumbered amount or not needed at all), or revenues in excess of estimates for that year.

CDBG: See Community Development Block Grant.

CHRIS: See Cincinnati Human Resources Information System.

CINCINNATI BUDGET SYSTEM (CBS): An automated system used to prepare the biennial Operating and Capital Budgets and related reports. It is supported by the Cincinnati Financial System (CFS).

CINCINNATI FINANCIAL SYSTEM (CFS): An automated system to process financial transactions and prepare related reports. This system supports the Cincinnati Budget System (CBS).

CINCINNATI HUMAN RESOURCES INFORMATION SYSTEM (CHRIS): Cincinnati Human Resources Information System- A citywide Web-based application used to manage and control personnel information and to process the City's payroll.

CIP: See Capital Investment Program.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): The Federal grant which supports housing, economic development, health and human services, and planning and administration.



COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): A report that summarizes financial data for the previous fiscal year in a standardized format.

CONSOLIDATED PLAN: The U.S. Department of Housing and Urban Development requires the submission of a consolidated plan for the following Federal entitlement grant programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Solutions Grants, and HOPWA. The plan also provides the framework for competitive grant applications for other housing and community development programs.

CONTINUATION SERVICES BUDGET: A budget in which the City provides nearly the same level of services which were provided in the previous year, which is also referred to as a base budget.

CONTRACT AGENCIES: The City contracts with some agencies to provide services, such as the Cincinnati Human Relations Commission (CHRC) and the Southwest Ohio Regional Transit Authority (SORTA). These entities are not City departments, nor do City employees operate them, but the services are paid for in part by City funds and grants received from the City.

DEBT: A debt is created when a creditor agrees to lend a sum of assets to a debtor. Repayment includes interest.

DEBT SERVICE: Scheduled payment of the interest and principal to bond holders which is necessary to retire bond indebtedness.

DEPARTMENT: A basic organizational unit of government which may be sub-divided into divisions, programs, and activities.

EARLY RETIREMENT INCENTIVE PLAN (ERIP): The City Manager's Early Retirement Incentive Program (ERIP) was offered in 2007 to employees with 28 years or more of service prior to January 1, 2008 and who are members of the Cincinnati Retirement System. The plan provided two years of service credit to employees who met the eligibility requirements. This program was developed due to budgetary constraints and the Administration's desire to provide more efficient and economical City operations and avoid the necessity of layoffs.

EBC: See Executive Budget Committee.

EFFECTIVENESS MEASURE: Effectiveness or outcome measures are designed to report the results and accomplishments (including quality) of services provided. Examples could include the percentage of lane miles in good condition, or the number of residents rating City parks and recreation facilities as good or excellent.

EFFICIENCY MEASURE: Indicators measures productivity. They are defined as indicators that measure the cost (whether in dollars or employee-hours) per unit of output or outcome. Indicates how well the organization is using its resources when compared to benchmarks. Examples could include the cost per million gallons of drinking water delivered to consumers, or the unit cost of each fire inspection.

ELECTRONIC GOVERNMENT: (E-Government) refers to a government that uses information and communication technology to provide and improve government services, transactions and interactions with citizens, businesses, and other arms of government.

Appendices

Appendix C: Glossary of Terms



EMERGENCY RESERVE ACCOUNT: Monies which are set aside within the General Fund to provide a reserve in case of a disaster or fiscal emergency.

EMERGENCY SOLUTIONS GRANT (ESG): Federal funds to provide capital and operating support for emergency shelters, transitional housing and homelessness prevention services for homeless individuals and families.

EMPLOYEE BENEFITS: City-contributed costs for pension and other benefits for City employees. Other benefits include health care, unemployment compensation, vision and dental care, deferred compensation, and the Public Employees Assistance Program (PEAP).

ENCUMBRANCE: An amount of money committed for the payment of goods or services ordered but not yet received.

ENTERPRISE FUNDS: A type of restricted fund which is used to account for the expenditures and revenues of enterprise operations such as the City's Water Works Department and Parking Facilities Division. Enterprise funds are self-supporting from the sale of goods and services.

EQUIPMENT ACCOUNTS: Expenditure categories for "Motorized and Construction Equipment" (MCEA) and "Office and Technical Equipment" accounts (OTEA). MCEA is used for purchases of autos, trucks, backhoes, etc. OTEA is for desks, office partitions, calculators, etc.

ERIP: See Early Retirement Incentive Plan.

ESG: See Emergency Solutions Grant.

ESTIMATED ACTUAL: Represents final adjustments made to the current year resources and expenditures based on actual prior year carryover balances, actual prior year cancellations, revised revenue estimates, and actual adjustments to current year appropriations. These current year adjustments are usually made in the final quarter of the year with the most current information available to be used to help project resources and expenditures for future years.

ESTIMATED PERSONNEL COSTS: This term is used in the Capital Budget to represent the estimated amount of personnel expenses in a capital project that will be used to reimburse the Operating Budget. Examples of personnel expenses that are reimbursable include, but are not limited to capital project management, management of outside contractors, and liaison work with grant organizations.

EXCEPTION REQUEST: Programs and/or items which are not included in the base requested or recommended budget. These include new program proposals or extraordinary increases which could not be included in the budget target.

EXECUTIVE BUDGET COMMITTEE (EBC): The members of this committee are the City Manager, Assistant City Managers, the Director of Finance, Assistant Director of Finance, and the Manager of Budget and Evaluation. The EBC is the City Manager's administration team to develop budget and policy recommendations to the City Council.

EXPENDITURE: The cost for the personnel, materials, and equipment required for a department to function.



FINANCIAL STATEMENTS: Formal records of an entity's financial activities. Includes a balance sheet (Assets minus liabilities = fund balance), and a statement of revenues and expenditures, and a statement of cash flows.

FISCAL YEAR (FY): Any period designated as a budget year, which typically includes 12 months. Cincinnati's fiscal year has traditionally been from January 1 through December 31. The City will operate on a July 1 through June 30 fiscal year commencing July 1, 2013.

FTE: See Full-Time Equivalent.

FULL-TIME EQUIVALENT (FTE): FTE is a measure of a position by its budgeted hours. For example, 1 FTE equals 2088 hours and .75 FTE equals 1566 hours.

FUND: A fiscal and accounting entity with a self-balancing set of accounts to record revenue and expenditures.

FUND ACCOUNTING: Accounting method of providing information on City receipts and disbursements in separate categories or "funds". Governments use fund accounting to segregate sources of revenue and the purposes for which they are to be used. For instance, Water Works Fund 101 only receives funds generated from water charges and only expends funds related to water system activities.

FUND BALANCE: A Budgetary Fund Balance is the difference between estimated revenues and appropriations. It represents the anticipated change in fund balance as a result of the budget. A nonbudgetary fund balance is a residual account whose balance is the difference between the assets and liabilities of the organization. At the end of the fiscal year, revenues and expenditures are closed out to this account. The balance in the account is carried forward into the next budget year.

GAAP: See Generally Accepted Accounting Principles.

GASB: See Governmental Accounting Standards Board.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): Generally Accepted Accounting Principles - Include the measurement and disclosure principles that apply to financial statement reporting. They govern the recognition of transactions (that is, they specify when a transaction will be recorded and the amounts to be recorded) and dictate the numbers and other information that must be presented in financial statements.

GENERAL FUND: This fund accounts for the current assets, current liabilities, revenues, and expenditures that arise from general government operations. The main revenue sources of this fund are income and property taxes.

GENERAL OBLIGATION BOND - Debt that is secured by the "full faith and credit" of the governmental unit. The payment of principal and interest on the debt is called servicing the debt.

GFOA: See Government Finance Officers Association.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB): The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.



GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA): The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

GOVERNMENTAL FUNDS: Established to account for the receipt and disbursement of financial resources to provide services to the general public.

GRANT: Represents contributions or gifts of cash or other assets that must be used or expended for specified purposes, activities, or facilities.

HOME: HOME Investment Partnerships Program. A Federal grant program to provide housing for low-income persons.

HOPWA: See Housing Opportunities for Persons With Aids.

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA): A Federal grant program to provide housing for persons with AIDS.

INDEPENDENT AUDIT: An examination of financial statements conducted by an outside CPA (one not employed by the firm being examined) according to generally accepted auditing standards (GAAS) for the purpose of expressing an opinion as to whether the statements are a fair presentation in accordance with generally accepted accounting principles (GAAP).

INFRASTRUCTURE: Long-lived assets such as highways, bridges, buildings, and public utilities. A primary funding source for infrastructure maintenance is provided by a tax of one tenth of one percent on earned income, which was approved by voters in 1988. It is legally mandated that collection of this additional tax is subject to the City spending 90% of a base amount within three years. The base amount is calculated by an established formula. This budget and expenditures requirement to continue the 0.1% income tax is referred to as the "infrastructure mandate."

INTERDEPARTMENTAL CHARGES: Accounts for the reimbursement of the cost of services provided to departments by other departments. For example, the Reproduction Services program might process an interdepartmental bill (I.D. bill) to charge the Recreation Department for printing a brochure.

INTERFUND TRANSFER: The reallocation of an existing appropriation within the fund based on renewing operational plans or need.

INTERNAL SERVICE FUNDS: A type of restricted fund used to finance and account for goods and services provided in-house by a City Department, such as the Fleet Services Fund.

MERIT INCREASE: An increase to an individual's base pay rate based on performance.

MILL/MILLAGE: A tax that an owner pays based on the value of real estate or personal property being taxed. The tax rate on property is expressed in mills per dollar of the property's assessed value.

MISSION: The Mission Statement of an organization is a short but complete description of the overall purpose and intentions of that organization. It states what is to be achieved, but not how this should be done.



MODIFIED ACCRUAL BASIS: Revenues are recognized either when they are received in cash (licenses, fines, and so on) or when collection of the amount can be reasonably estimated to be received in the near future (such as property taxes). Expenditures are recognized in the period in which goods or services are received or a liability is incurred.

NON-DEPARTMENTAL: Accounts for expenditures that do not relate to any one specific department or activity. Instead, they benefit the organization as a whole.

NON-PERSONNEL SERVICES: Operating expenditure category for non-salary related items, such as office supplies, office space rental, contracts, computer costs, gasoline, etc. (major object code series 7200-7300-7400 in the Cincinnati Financial System).

OPERATING BUDGET: The budget which encompasses day-to-day municipal activities. The Operating Budget includes employee salaries, supplies, and other non-personnel items related to current activities. The Operating Budget also includes debt service and overhead costs for these operations.

OPERATING BUDGET IMPACT: The anticipated personnel or non-personnel costs and/or savings in the Operating Budget that can be attributed to a capital investment.

ORDINANCE: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OTHER RESTRICTED FUNDS: Category typically represents grants or single purpose funds which are restricted to meeting the operational requirements of grants and contributions.

PERFORMANCE MEASURE: A quantifiable measure to assess how well the organization carries out specific functions or processes.

PERFORMANCE-BASED PROGRAM BUDGETING: Is a system of planning, budgeting, and evaluation that emphasizes the relationship between money budgeted and results expected.

PERSONNEL SERVICES: Expenditure category for the cost of employee salaries and compensated absences such as vacations and sick leave (major object code 7100 in the Cincinnati Financial System).

POSITION VACANCY ALLOWANCE (PVA): An estimate of salaries that are not expected to be spent in a budgeted program due to employee retirements, terminations, and transfers to other City programs during the year. PVA is budgeted as a reduction from gross salaries.

PRINCIPAL RESTRICTED FUNDS: Category includes major governmental and proprietary funds established to account for the revenue generated by the funds and expenses incurred from the operations of the funds.

PRIOR YEAR ENCUMBRANCES: Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of that annual appropriation has been reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

PROGRAM: A group of similar activities, or a type of service, which is organized as a sub-unit of a department for planning and performance measurement purposes.

Appendices

Appendix C: Glossary of Terms



PROGRAM BUDGET: A budget grouped by similar activities, or type of service, which is organized as a sub-unit of a department for budgeting, planning, and performance measurement purposes.

PROPRIETARY FUNDS: Funds established to account for the delivery of goods and services to the general public (Enterprise Funds) or to other departments or agencies of the government (Internal Service Funds).

RESERVE FOR CONTINGENCIES: An appropriation which is set aside for unanticipated or potential expense items that cannot be deferred until the next budget cycle. This is an account routinely appropriated in the General Fund to enable the City Council to adjust the budget during the year without affecting other budgeted services.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RESOURCES: Total dollars available for budget purposes including revenues, fund transfers, and beginning fund balances.

RESTRICTED FUNDS: Funds restricted to a specific purpose, such as Parking, Lunken Airport, and Municipal Golf Funds.

REVENUE BOND - A revenue bond is a special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated by a specified revenue-generating entity associated with the purpose of the bonds. Unlike general obligation bonds, only the revenues specified in the legal contract between the bond holder and bond issuer are required to be used for repayment of the principal and interest of the bonds.

REVENUES: The annual income or receipts of the City from taxes, charges, and investments.

SPECIAL ORGANIZATIONAL REPORTING AUTHORITIES: Agencies of the City which include its various Boards and Commissions, as well as contract agencies and county-wide departments.

SPECIAL REVENUE FUND: Used to account for the proceeds of revenue sources (other than expendable trusts, or those used for major capital projects) that must be spent for a particular purpose. These funds should be used only when required by law, charter, or other commitment. The main purpose of separating these types of activities from those of the General Fund is to maintain control over the collection and use of specific sources of revenue.

STAFFING LEVELS: Estimated number of FTE needed to perform the work at a stated level of service.

STEP INCREASE: Periodic within grade increases of an employee's basic pay by advancing from one step of the grade to the next higher step of that grade, after meeting requirements for length of service and satisfactory performance.

STRUCTURALLY BALANCED BUDGET: A budget that provides for annual total expenditures and encumbrances which are equal to or less than the annual revenue estimate for the fund. See also Balanced Budget.



STUB BUDGET: A fiscal year consisting of less than 12 months. To facilitate the City's transition to a fiscal year commencing July 1, 2013 a six month stub budget was enacted for the period of January 1, 2013 to June 30, 2013.

TAXING AUTHORITY: A statutory authority given to a governmental body to levy and collect taxes for public purposes.

TRANSIENT OCCUPANCY TAX: The City's 4% tax levied on all rents received by a hotel for lodging furnished to transient guests. Tax receipts are dedicated to financing the operating and maintenance costs of the City's Duke Energy Convention Center, and to help finance the expansion of the Duke Energy Convention Center.

TRUST FUND: A fund to account for assets in which the City acts in a trustee capacity or as an agent for other governmental units. The Metropolitan Sewer District (owned by the County but operated by the City) and Pension Trust are examples of trust funds.

UNAPPROPRIATED SURPLUS: The amount of money in a fund not appropriated by the City Council. The balance remains in the fund until the City Council approves spending by passing an appropriation ordinance.

USER CHARGES/FEES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

WORKING CAPITAL RESERVE: Monies which are set aside to provide a reserve in case of a disaster or fiscal emergency. The policy of the City Council is to maintain a balance in the Working Capital Reserve Fund between 5 and 8 percent of General Fund revenues in each year.

UNFUNDED ACTUARIAL ACCRUED LIABILITY: Results from a variety of factors, such as previous underfunding and benefit increases attributable to earlier years of service that have not yet been fully funded.

